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Annual report of the Executive Director of the World Food Programme, 1999

Note by the Secretary-General

The Secretary-General has the honour to transmit to the Economic and Social Council the annual report of the Executive Director of the World Food Programme for 1999.

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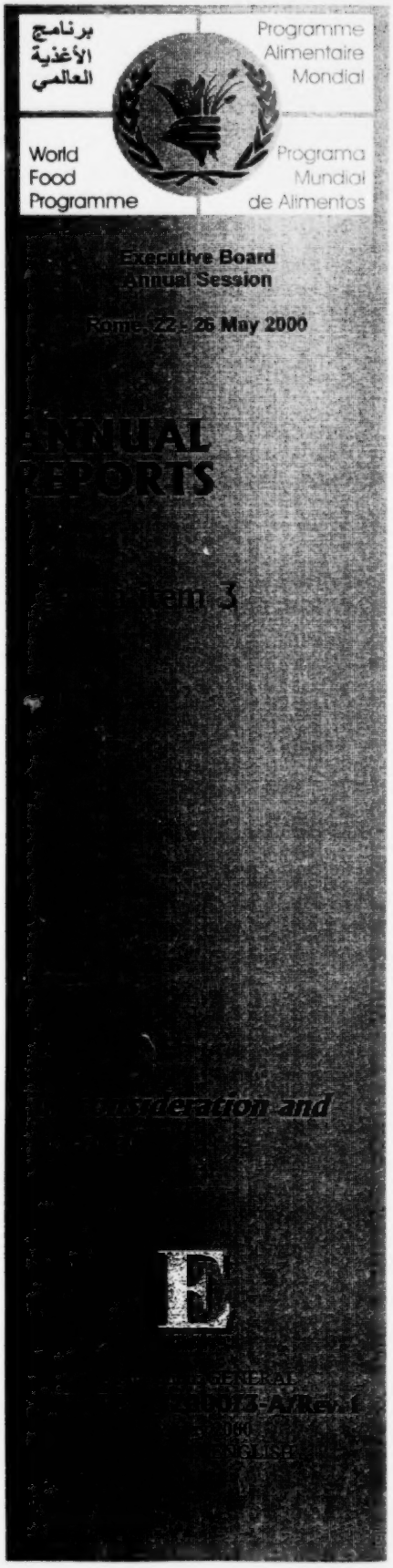

ANNUAL REPORT OF THE EXECUTIVE DIRECTOR: 1999

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Annual Report of the Executive Director: 1999

Note to the Executive Board

The Secretariat invites members of the Executive Board who may have questions of a technical nature with regard to this document to contact the WFP staff members listed below, preferably well in advance of the Board's meeting.

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Should you have any questions regarding matters of dispatch of documentation for the Executive Board, please contact the Documentation and Meetings Clerk (tel.: 066513-2645).

Note on Documentation

Pursuant to General Rule VII.2, each year the Executive Director submits an Annual Report to the Executive Board for its consideration and approval.

The 1999 Annual Report of the Executive Director is structured around the common format for Annual Reports of Funds and Programmes, in accordance with General Assembly resolution 48/162. Nevertheless, the Report continues to adhere to the guidelines set forth by the Executive Board to the Secretariat.

The main change from 1998 is that the report includes additional sections placing greater emphasis on the implications of the implementation of the United Nations Reform Programme of the Secretary-General and the provisions of the Triennial Policy Review.

Furthermore, in line with General Assembly resolution 53/192, a thorough analysis of problems encountered and lessons learned, with emphasis on issues arising from implementation of the Secretary-General's Reform Programme, the Triennial Policy Review and follow-up to international conferences, has been incorporated.

The financial and tonnage amounts and figures in this document are provisional, pending submission to the Executive Board of the relevant financial documents for approval. They represent WFP management's best estimate based on information currently available. Amounts and figures presented in previous years' annual reports have not been modified for consistency with those reports.

Contents

	Page
FOREWORD BY THE UNITED NATIONS SECRETARY-GENERAL AND THE FAO DIRECTOR-GENERAL	xi
PREFACE BY THE EXECUTIVE DIRECTOR	xiii
IN MEMORIAM	xiv
GENERAL NOTES	xv

	Paragraphs
SECTION I. 1999 IN REVIEW	1-11
89 million beneficiaries	1-3
Innovative responses	4-11
SECTION II. ACHIEVEMENTS IN 1999	12-140
Implementation of the Reform Programme of the Secretary-General and the Provisions of the Triennial Policy Review	12-110
A. Structures and Mechanisms	12-21
B. Funding and Resources	22-40
C. Resident Coordinator (RC) System	41-44
D. Implementation of the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF)	45-48
E. Harmonization of Programmes	49-60
F. Gender Mainstreaming	61-69
G. Gender Balance	70-73
H. Capacity-building	74-98
I. Common Premises and Services	99-103
J. Cooperation with the World Bank	104-106
K. Monitoring and Evaluation	107-109
Follow-up to International Conferences	110-131
Fourth World Conference on Women: From Beijing to Beijing + 5	110-114
World Summit for Social Development: Copenhagen + 5	115-119
Education for All Summit: Jomtien + 10	120-123
Progress on the World Food Summit	124-131
Humanitarian and Disaster Relief Assistance	132-140
Review of WFP Assistance to Internally Displaced Persons (IDPs)	133-134
Disaster Mitigation	135-136
Review of WFP Assistance in Complex Emergencies	137-140

Annexes and Maps

ANNEXES

I WFP Organizational Chart

II WFP Global Food Aid Profile, 1994-99

III WFP Operational Expenditures

Table 1: WFP Operational Expenditures by Region and Programme Category, 1996-99

Table 2: WFP Operational Expenditures by Country, Region and Programme Category, 1996-99

Table 3A: WFP Operational Expenditures for Development Projects and Relief Operations by Country, Special Status Category and Region, 1996-99

Table 3B: WFP Operational Expenditures for Development Projects by Country, Special Status Category and Region, 1996-99

IV Map of WFP Operational Expenditures by Region and Type, 1999

V Contributions

Table 1: Total Confirmed Contributions for 1999 by Donor

Table 2 Major Donors to WFP by Type of Contribution, 1999

Foreword

At a time of unprecedented prosperity in much of the world, the number of people whose basic nutritional needs are not fulfilled, remains alarmingly high. Millions of people suffer from chronic hunger. And millions more face sudden food crises every day. In 1999 alone, thirty-five countries faced serious food shortages that were caused by natural disasters, the outbreak or continuation of violent conflict, or the breakdown of economic systems.

Our efforts to combat hunger must dramatically improve if we are to halve the number of undernourished people by the year 2015—the target agreed upon at the World Food Summit. There is no single prescription to eradicate hunger. Governments, the United Nations system, international agencies and civil society must all join forces if concrete solutions to world hunger are to be found.

Within the United Nations system, cooperation on this issue has been fostered through the initiation of a comprehensive reform process. The reform focuses, among other things, on improving the operational activities of the United Nations, and the strengthening of local and national capacity.

The Administrative Committee on Coordination Network on Rural Development and Food Security and the Inter-Agency Working Group on Food Insecurity and Vulnerability Information and Mappings System, both of which have been greatly assisted in their work by the World Food Programme, are examples of the increased level of cooperation that is now occurring within the United Nations system. At the field level, the Common Country Assessment/United Nations Development Assistance Framework exercise has also led to greater effectiveness in our effort on the ground.

Increased cooperation coupled with concrete measures such as the ones outlined in this report are necessary if further steps are to be made to ensure that no one is left hungry. Such measures, however, cannot continue without support and cooperation from the international community. We urge the international community to continue to support the activities of the World Food Programme so that it can help achieve our common goal of a world free of hunger.

Kofi A. Annan
Secretary-General
United Nations

Jacques Diouf
Director-General
Food and Agriculture Organization of the United Nations

Preface

The year 1999 was particularly challenging for WFP. The Programme was called upon to help more people than ever before. The crises in the North Caucasus, East Timor and Kosovo - particularly sensitive areas—tested WFP's capacity to reach those in need of food. Ongoing crises in Afghanistan, Angola, the Great Lakes region, Sudan and other emergency situations also posed major challenges, although they received less media attention.

I am proud that WFP staff met these challenges. However, such selfless dedication does not come without costs. Increasingly, staff are asked to work under very difficult circumstances, where the security of humanitarian workers is often not respected. This fact was savagely brought home in 1999. In January, a WFP staff member was killed—along with other humanitarian workers and crew—when a relief plane was shot down in Angola. In October, a young woman staff member was senselessly murdered in Burundi. Three WFP staff members were among the 24 humanitarian workers and crew who died when a WFP-chartered plane crashed near Pristina in November. Two other staff members lost their lives through car accidents while on duty.

Headlines about major international crises do not capture the pressing need for long-term support for the poor and hungry - such as the people of Central America, still struggling in the aftermath of Hurricane Mitch and the long-term displaced in Colombia. Their houses are gone, their fields destroyed, their crops lost. These are problems that people will have to live with for many years to come. Even where there is no war, no flood, no drought, there is often hunger, as is well-known to the many millions of people around the world who do not have enough food every day to lead healthy lives.

WFP is ready to assist people in need and has proven that it can efficiently deliver food into the hands of the people who need it the most, making a permanent difference in their lives. With sufficient food in the world to allow everyone to eat adequately, I call on the donor community to continue its support to WFP, to help us meet the vision of a world without hunger.

Catherine Bertini
Executive Director

In Memoriam

IN MEMORY OF THE STAFF MEMBERS OF
THE WORLD FOOD PROGRAMME
WHO LOST THEIR LIVES IN SERVICE
TO THE HUNGRY POOR IN 1999

Pedro Jose Moreira, Angola	2 January
Pascal Sambagi, Tanzania	28 January
Mohamed A. Gacal, Somalia	23 April
Saskia Louise von Meijenfeldt, The Netherlands	12 October
Paola Biocca, Italy	12 November
Richard Walker Powell, Australia	12 November
Samer Thabit, Iraq	12 November

MAY THEY REST IN PEACE

General Notes

All monetary values are in United States dollars (US$), unless otherwise stated.

One billion equals 1,000 million.

All quantities of food commodities are in metric tons, unless otherwise specified.

Low-income, food-deficit countries (LIFDCs) include all food-deficit (i.e. net cereal-importing) countries with a per capita Gross National Product (GNP) not exceeding the level used by the World Bank to determine eligibility for International Development Association (IDA) assistance (US$1,505 in 1997). In 1999, 82 countries were classified by FAO as LIFDCs.

The United Nations category of least developed countries (LDCs) includes "those low-income countries that are suffering from long-term handicaps to growth, in particular low levels of human resource development and/or severe structural weaknesses". In 1999, 48 countries were classified by the United Nations General Assembly as LDCs.

The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers.

Acronyms used:

ACC	Administrative Committee on Coordination
CIS	Commonwealth of Independent States
CCA	Common Country Assessment
CCPOQ	Consultative Committee on Programme and Operational Questions
CDF	Comprehensive Development Framework (World Bank)
COMPAS	Commodity Movement, Processing and Analysis System (WFP)
CSB	Corn-Soya Blend
DFID	Department For International Development (United Kingdom)
DFMS	Deep Field Mailing System
DPKO	United Nations Department of Peacekeeping Operations
DPRK	Democratic People's Republic of Korea
DSC	Direct Support Cost (WFP)
ECHA	Executive Committee on Humanitarian Affairs (United Nations)
ETNET	Enhanced Telecommunications Network
FAC	Food Aid Convention
FITTEST	Fast Information and Telecommunications Emergency and Support Team
FIVIMS	Food Insecurity and Vulnerability Information and Mapping Systems

FMIP	Financial Management Improvement Programme (WFP)
FMS	Financial Management System
FYRoM	Former Yugoslav Republic of Macedonia
GIEWS	Global Information and Early Warning System (FAO)
GNP	Gross National Product
IASC	Inter-Agency Standing Committee (United Nations)
IDA	International Development Association
IDP	Internally Displaced Person
ILO	International Labour Organization
IMO	International Meteorological Organization
IRA	Immediate Response Account (WFP)
ITSH/LTSH	Internal/Landside Transport, Storage and Handling (WFP)
JPO	Junior Professional Officer
LDC	Least Developed Country
LIFDC	Low-Income, Food-Deficit Country
MOU	Memorandum of Understanding
OEDA	Office of Internal Audit (WFP)
OEDI	Office of the Inspector-General (WFP)
OSOCC	On-site Operation Coordination Centre
PRRO	Protracted Relief and Recovery Operation (WFP)
PSA	Programme Support and Administration (WFP)
RC	Resident Coordinator
SAP	Systems, Applications and Products in Data Processing (WFP)
SAR	Search and Rescue
SCF (UK)	Save the Children Fund (United Kingdom)
SERC	Strengthening the Emergency Response Capacity [of WFP]
SID	Society for International Development
SIMSS	Strategic Integrated Management Support System (WFP)
SO	Special Operation (WFP)
UNDAC	United Nations Disaster and Coordination
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNMIK	United Nations Interim Administration Mission in Kosovo

UNSECOORD	Office of the United Nations Security Coordinator
VAM	Vulnerability Analysis and Mapping (WFP)
WFPgo	World Food Programme global office
WFS	World Food Summit
WHO	World Health Organization
Y2K	Year 2000

Section I: 1999 In Review

89 MILLION BENEFICIARIES

1. The year 1999 was marked by the need for WFP to respond to increasing food needs. Major new emergency situations in Kosovo and East Timor demanded the rapid establishment of entire offices, including staff, equipment and food stocks. At the same time, ongoing large-scale relief operations, especially in Afghanistan, Angola, the Great Lakes region, the Democratic People's Republic of Korea (DPRK), Sierra Leone and Sudan, continued to make significant demands on the Programme's resources.

2. The number of people assisted by WFP increased by around 17 percent over 1998, to 89 million, the highest number ever assisted in a single year. Recipients of relief assistance accounted for nearly 80 percent of all WFP beneficiaries in 1999, including a large number of people affected by natural disasters in late 1998 (in Bangladesh, China and Central America), who continued to receive emergency assistance in early 1999.

3. Particularly challenging operations for WFP in 1999 were:

- ***Angola***. The escalation of conflict displaced more than 1 million people.
- ***Ethiopia***. WFP launched a large-scale operation to meet the needs of 1.2 million people who suffered from crop failure.
- ***The African Great Lakes Region***. WFP supported 1.25 million people, mainly internally displaced persons (IDPs) and refugees.
- ***Kosovo***. WFP fed 950,000 refugees and IDPs who sought shelter in neighbouring areas as a result of the conflict. WFP joined the first convoys of returnees to Kosovo, and initially expanded food assistance to cover about 1.4 million people in the province.
- ***Eritrea***. WFP restarted operations to help some 270,000 people internally displaced by the border conflict between Ethiopia and Eritrea.
- ***Iraq***. The Oil-for-Food programme was continued and monitored by WFP.
- ***Sierra Leone***. WFP continued to feed IDPs in spite of a significant reduction in staff following a brutal attack on Freetown and limited access to less than half the country at the beginning of the year.
- ***Somalia***. WFP helped over 1.3 million people suffering from crop failure, compounded by clan rivalry and insecurity, which virtually exhausted traditional coping mechanisms. Many areas of the country were almost impossible to reach because of security problems, and food convoys to the southern region of Bay were severely delayed.
- ***East Timor***. Civil strife in the wake of the 30 August popular referendum on the independence of East Timor resulted in a large number of East Timorese fleeing their homes in search of safety. WFP assistance helped some 500,000 people suffering from serious food shortages.
- ***South America***. WFP assisted 200,000 earthquake victims in Colombia in January, and 150,000 victims of floods in Venezuela in December.

WFP in Figures—1999

WFP assisted 89 million of the poorest people in the world

- 41 million victims of natural disasters
- 18 million victims of man-made disasters (wars and civil unrest)
- 11 million beneficiaries in protracted relief and recovery operations (PRROs)
- 19 million people in development programmes

These included:

- 19 million IDPs in 35 countries
- 3 million refugees in 31 countries

Total quantities of food provided amounted to 3.424 million tons

- 0.804 million tons for development projects
- 2.031 million tons for emergency operations (EMOPs)
- 0.589 million tons for PRROs

Operational expenditure amounted to US$1,430 million

- 17 percent of operational expenditure was spent for development activities
- 83 percent of operational expenditure was spent for relief activities
- 49 percent of operational expenditure for development was in LDCs
- 90 percent of operational expenditure for development was in LIFDCs

Contributions reached US$1,555 million

- 275 million was contributed to development
- 863 million was contributed to EMOPs (including Immediate Response Account (IRA) and Special Operations)
- 382 million was contributed to PRROs
- 35 million was provided as "other contributions"

Operational activities in 1999

- 24 countries with Country Programmes
- 146 development projects (including activities within approved Country Programmes) with an operational expenditure of US$246.5 million
- 65 emergency operations with an operational expenditure of US$797.4 million
- 35 PRROs with an operational expenditure of US$291.9 million

New commitments approved in 1999

- 5 new Country Programmes, representing an approved resource level of US$71.4 million and 159,539 tons
- 37 new development projects (including activities within approved Country Programmes) and 28 budget revisions with commitments of US$434 million and 912,645 tons
- 37 new EMOPs, for a value of US$1.1 billion and 1.9 million tons
- 23 new PRROs, for a value of US$979.7 million and 1.7 million tons

- *Afghanistan*. WFP's efforts to deliver food assistance to some 1.3 million war-affected and displaced people were undertaken amid heavy fighting.
- *India*. Assistance was provided to 230,000 people affected by two cyclones which struck the coastal areas of Orissa in October 1999.

- ***Middle East***. WFP responded to the worst drought in decades. Emergency food assistance was provided to 488,000 herders and small farmers in Jordan, the Palestinian Territory and Syria.
- ***Chechnya (Russian Federation)***. A United Nations inter-agency assessment mission recommended food assistance for 150,000 displaced people. A new EMOP valued at US$5.5 million was approved in December.

Lessons from the Kosovo crisis

In response to the massive displacement of ethnic Albanians from Kosovo between April and June 1999, WFP had to build, almost from scratch, one of its largest refugee feeding operations ever. At its peak, this operation involved more than 160 international staff and some 500 locally recruited staff. A Regional Office for the Balkans was set up in Pristina, to cover Serbia (including the province of Kosovo), Montenegro, Albania and the former Yugoslav Republic of Macedonia. Although WFP was praised for the speed and effectiveness with which it responded, a number of problems were faced, particularly during the initial stages of the crisis:

- Delays were experienced in the provision of food and essential non-food items, such as temporary warehouses, vehicles, and office and communications equipment. Fortunately, WFP's stand-by arrangements ensured that operations were not too severely impeded.
- WFP's personnel arrangements were not flexible enough to ensure a rapid and smooth deployment of properly experienced staff. It was only due to the willingness of those already deployed to undertake whatever task was required that major negative impact was avoided.
- The need to obtain security clearance through the United Nations in New York or through UNDP or UNHCR delayed the movement of key staff.

INNOVATIVE RESPONSES

4. The exceptional problems faced by WFP necessitated innovative responses.

5. In ***East Timor***, WFP introduced the "snowdrop" technique, a new approach to delivering emergency food by air developed in conjunction with a South African aircraft operator, SAFAIR. Small food sachets, which are dropped from an aircraft, descend slowly to the ground. The new technique allows WFP to deliver emergency food, as an interim measure, to the displaced—usually moving populations—until they are settled in identified, less insecure locations, where normal methods can be used.

6. In ***Albania and the former Yugoslav Republic of Macedonia (FYRoM)***, WFP began a bakery project to provide familiar and ready-to-eat staple food to refugees from Kosovo. With the help of two experts from the Netherlands, WFP assessed the capacity of bakeries in the area to meet needs and then borrowed and purchased equipment to increase baking capacity. Local people trained by NGOs managed the new bakeries. Once fully functioning, the bakeries produced enough bread to provide most refugees' households with at least one loaf a day.

7. In the ***Democratic People's Republic of Korea (DPRK)***, expectant and nursing mothers and children are at special risk of vitamin and mineral deficiencies resulting from the food problems in the country. WFP assists in the local production of a number of special foods in-country, such as fortified blended foods and a micronutrient pre-mix known as *Koryomix*, fortified biscuits, wheat flour, and noodles. For some of these activities, WFP collaborates with the Pyongyang Children's Food Factory, and with UNICEF, which provides the micronutrient premix. WFP has also supported the

production of an instruction booklet on how these new food products should be prepared and used.

8. In *Tanzania*, UNHCR and WFP began trials in selected refugee sites to assess whether, as research has suggested, cooking food in iron cooking pots helps to reduce anaemia.

24 Killed in crash of WFP-chartered plane

In November 1999, an aircraft chartered by WFP as part of the "air bridge" system to ferry relief workers between Rome and Kosovo crashed near Pristina, killing all 24 people on board—staff from NGOs, WFP and the United Nations Interim Administration Mission in Kosovo (UNMIK), a government official from Canada, and three crew members.

WFP immediately established crisis management cells in Rome and Pristina, staffed by volunteers from the Programme, to provide support to family members and cope with the aftermath of the tragedy. A firm specializing in disaster response was hired to provide guidance and counselling. In addition, volunteers from ASSIST, a company under Alitalia, extended valuable help to the family members and, in conjunction with the Italian authorities, provided extensive and much appreciated support in administrative functions.

WFP is in the process of analysing and drawing lessons from its handling of the aftermath of the accident, to serve all United Nations agencies in the event of a similar disaster. This analysis indicates the need for:

- generic preparedness for emergency plans at headquarters and in all country offices, especially in those countries where security conditions are precarious. The plans should cover crisis room facilities, a clear chain of command, allocation of tasks and information on the availability of services in the host country. It should be prepared jointly with other members of the United Nations family;
- the selection and training of WFP staff who are likely to be called upon in a crisis, in particular to assist and support vis-à-vis the families of the victims.

9. The **Immediate Response Account (IRA)** was frequently used in 1999 to make local and regional food purchases for the critical first phases of new emergency situations. In the Balkans, Colombia, Kosovo, Ethiopia, Angola, East Timor, the Caucasus, and Venezuela, WFP advanced IRA funding within hours of the onset of new crises. In all, US$17.1 million was advanced from the IRA to meet the requirements of new emergencies, or to avert critical pipeline breaks in ongoing operations.

10. In a very positive development, resources for the IRA increased in 1999, when contributions reached US$24.2 million. In line with the review of the Resource and Long-term Financing policies, approved by the Executive Board in January 1999, WFP encouraged donors to replenish the IRA with the unspent balances of contributions to operations that were either terminated or no longer required resources. Several donors are exploring this possibility.

11. In order to allow WFP to move more effectively from emergency assistance to supporting recovery efforts, the PRRO Programme Category was introduced in 1998. PRRO requirements almost doubled over 1998, as long-lasting emergency operations, including very large ones such as those in the Great Lakes region, the Caucasus, Central America and Somalia, were converted to PRROs.

The Humanitarian Tragedy in Angola

In Angola, the lives of two million people, the majority of them IDPs, have been devastated by the prolonged conflict. Some risk ambushes daily when they forage for food. Some are so desperate for firewood to cook a meal that they harvest the wooden sticks that mark the sites of land-mines. An estimated 200 people a day die from diseases brought on by malnutrition. With each new wave of fighting, more people flee from the countryside—in the past year alone at least one million people have abandoned their homes. WFP provides food to as many needy civilian victims of the conflict as possible. Since 1990, WFP has delivered more than 750,000 tons of food, worth nearly US$500 million.

WFP has the largest presence of any United Nations organization in the country, and the entire humanitarian community in Angola depends on WFP's logistical capacity to transport staff, food, medicines and other items. War has rendered most major road corridors too insecure to transport humanitarian aid by truck. As a result, some three quarters of all food aid is transported by air. In December 1998 and again in January 1999, United Nations-operated aircraft were brought down, killing all on board. Pilots are forced to perform complicated and dangerous spiral take-offs and landings in order to reduce the risks of missile attacks.

The number of people requiring relief food sky-rocketed from 800,000 in September to 1.5 million in December due to intensified fighting, clearly demonstrating that it is essential to retain maximum flexibility to respond to circumstances as they evolve.

Section II: Achievements in 1999

IMPLEMENTATION OF THE REFORM PROGRAMME OF THE SECRETARY-GENERAL AND THE PROVISIONS OF THE TRIENNIAL POLICY REVIEW

A. Structures and Mechanisms

WFP and the United Nations Development Group (UNDG)

12. The general direction and context for collaboration among United Nations Funds and Programmes have been established by General Assembly resolution 53/192 of 15 December 1998 on the triennial policy review of operational activities for development of the United Nations system; and the reform proposals of the Secretary-General.

13. WFP has continued to work closely with UNDG in all its activities to enhance the impact of the United Nations system's activities at the country level. WFP actively supports the ongoing efforts of UNDG to streamline operations and working arrangements together with other UNDG partners.

Problems and lessons learned

14. While progress has been made in streamlining various working arrangements of UNDG, there is a continuing need to ensure that a duplication of efforts is avoided. This suggests a steady continuing need for regular review and updating of UNDG's working arrangements. WFP welcomes the provision for phasing out UNDG working groups, unless there is a clear rationale for their continued operation.

15. Moreover, in order to promote greater involvement of field representatives in the activities, guidelines need to be developed further and a better system should be established for exchange of information and discussions among all partners. One way of ensuring exchange of information is through joint evaluations.

Recommendations

16. The Executive Board may wish to:

a) Take note of the progress achieved in the implementation of the recommendations of the triennial policy review.

b) Welcome the ongoing efforts by UNDG to rationalize its working procedures.

c) Reaffirm the importance of undertaking impact evaluations of programmes, development frameworks, and other mechanisms.

Progress on decentralization of WFP

17. In addition to the United Nations Reform Process, WFP has been engaged in a vigorous programme of institutional and programmatic reform since the beginning of 1994. In mid-1996, WFP began implementing a programme of decentralization from headquarters to the field, to bring decision-making as close to food aid recipients as possible.

18. Some of the major strategies in support of decentralization are:

- Placing more senior and specialized staff in field offices to upgrade WFP's technical and managerial capacity in the field;
- Delegating more financial and management authority to field managers, to facilitate timely decision-making guided by the knowledge of local and often rapidly evolving situations; and
- Creating regional offices (clusters), to plan and manage operations that involve more than one country, and to provide support to country offices within the cluster.

19. In 1999, WFP concentrated on consolidating and streamlining the process further through initiatives such as:

- Making the System for Programme Approval—introduced in 1998 to track the status of all project submissions through the review and approval process—more user-friendly;
- Creating a basic body of WFP normative guidance, to include Programme Design, Transport and Logistics, Procurement, Financial Management, Human Resources, and Administration, and making it available to staff on a continuing basis via the WFP Intranet or CD-ROM;
- Implementing the Commodity Movement, Processing and Analysis System (COMPAS) in almost 30 countries; it is now the principal tracking system used by WFP worldwide; and
- Decentralizing the processing of financial information to the regional offices and appropriate stand-alone country offices. Financial information processing was decentralized to two regional offices and one stand-alone country office in 1999, covering 11 country offices and bringing the total to 35 as at 31 December 1999. The introduction in 2000 of the Financial Management System and Strategic Integrated Management Support Systems (FMS/SIMSS) will further the process of decentralization.

Problems and lessons learned

20. However, despite these consolidation efforts, several key changes are still required if managers and staff are to proceed fully with the decentralization process:

- **Information Management.** The new corporate information systems (OASIS and SIMSS) will allow country offices to administer financial and human resources, and to control financial transactions and manage purchases, projects and operations. In 1999, WFP made substantial progress in introducing these systems. However, the systems are not yet fully operational. This creates significant temporary constraints to ensuring appropriate reporting flows.

- **The Decision Chain**. In practice, there has not always been sufficient clarity about the respective roles and responsibilities of the Regional Director, Regional Manager and Country Directors. As a result, there has been some "layering" and blurring of functions, which has impeded programme improvement and oversight. Accountability frameworks still need to be strengthened to provide a clearer understanding of the chain of responsibility for key decision areas and a formal, routine management reporting system needs to be put in place.
- **Guidance**. Although manuals have been or are in the process of being completed, it is not expected that their full benefits can be realized without proper introduction and training throughout WFP.

Recommendations

21. The Executive Board may wish to:

a) Note the progress made in the implementation of the decentralization strategy.

b) Encourage WFP to continue to clarify roles and responsibilities between headquarters and the decentralized offices.

Governance Project

The WFP General Regulations require that the Executive Director be accountable to the Executive Board for all aspects of the management of the organization. Of particular interest to management and many Member States is the achievement of the agreed outcomes of field operations, projects and programmes. Currently, WFP meets the accountability requirement for outcomes by providing information in a variety of reports to the Executive Board and to individual donors. However, the dispersal of this information across several reports for different time periods and in a disaggregated form does not meet the need for information on overall performance of the Programme.

The Executive Board's Working Group on Governance has been examining several approaches to strengthening the way in which the Executive Board exercises governance of the Programme, including accountability functions.

One approach under consideration is the preparation of a Management Plan for WFP, including targets and indicators against which subsequent achievements can be compared. When implemented, this could introduce a form of Results-based Management (RBM) as flagged in the Strategic and Financial Plan (2000-2003) and enhance the use of new management information systems being developed under the Financial Management Improvement Programme (FMIP).

B. Funding and Resources

Resource Mobilization

22. In 1999, WFP received contributions to its operations amounting to US$1,555 million from 45 donor governments, plus the European Commission, various intergovernmental organizations, NGOs and private donors including US$45 million received in bilateral contributions. The five largest donors to WFP contributed 77 percent of all resources.

23. It is thanks to the generosity of these donors that WFP was able to assist so many people in 1999. Gratitude is due in particular to the Programme's largest donors – the United States, the European Commission, Japan, Canada and the Netherlands for their strong support. The United States alone provided 46 percent.

24. However, this unusually high level of contributions is largely due to a very small number of donors. This heavy reliance on such a small number of donors is of concern to

the organization, and other donors are encouraged to increase their contributions to ensure a more balanced funding base.

25. Recognizing the potential to attract new donors in both the public and private sectors, WFP has been actively seeking to expand its donor base. Many non-traditional donors—including Croatia, Morocco, Poland and Slovakia—have increased their level of donations to WFP. In 1999, 20 non-traditional donor governments gave a total of US$12 million.

26. Significant efforts were made to raise additional funds from the private sector, which amounted to US$2.4 million. The largest-ever donation from an individual was made by Amalia Lacroze de Fortabat from Argentina, who gave US$500,000 for Kosovo.

27. New initiatives to strengthen and broaden donor support included:

- Increased advocacy and public relations campaigns in major donor countries, designed to draw attention to the needs of the hungry poor;
- Holding donor consultations on major WFP operations;
- Raising funds from the corporate sector through US Friends of WFP and the WFP Japan Friendship Association;
- Convening a seminar for new donors from Central and Eastern Europe; and
- Organizing two benefit concerts in Rome for two major operations: an opera for Kosovo and a jazz concert for Angola.

Fund-raising on the Internet

WFP reaped the benefits of Internet fund-raising in 1999 with the advent of The Hunger Site, a remarkable new site created by John Breen, a United States computer progammer. This website generates donations to WFP from corporate sponsors for every individual who clicks on the site. From June to the end of 1999, some 26 million clicks were made on the site, and WFP received donations totalling US$502,075. WFP is using the funds generated by the site to fund school feeding and mother and child health projects in developing countries. The Hunger Site has highlighted the impact that individuals can make in the fight against hunger by giving people an easy way to help feed the hungry poor. The site has also sparked other web-related fund-raising initiatives. Ebates.com, an Internet shopping company, donated 68 cents (the equivalent of about ten meals) to WFP for every new member who joined its service. This initiative generated more than US$20,000 for WFP operations in 1999, and will continue into the beginning of 2000.

The Hunger Site may be accessed at www.thehungersite.com

Resource Mobilization Strategy

28. In early 1999 WFP began developing a Resource Mobilization Strategy, reviewing the Programme's funding arrangements with the aim of making resources more secure, flexible and predictable. The Secretariat initiated a process of consultation and dialogue with the members, sending a questionnaire, conducting interviews and holding informal discussions with donor and recipient governments. An Informal Consultation was held with WFP Executive Board members on 10 December 1999. Discussion revolved around issues such as:

- Conditions on contributions to WFP;
- The strengthening of multilateralism;
- Predictability of resources;
- Funding for development;
- The Consolidated Appeals Process as a fund-raising tool; and
- Private sector fund-raising.

29. The consultative process will continue into 2000, with a view to submitting a paper for Executive Board approval before the end of the year.

1999 Global Food Aid Flows

Global food aid deliveries in 1999 amounted to 14.5 million tons, up from 8.3 million in 1998. Nearly half of the food aid delivered during 1999 was channelled as programme food aid provided bilaterally on a government-to-government basis as balance-of-payments support, largely from the United States.

The major trends in 1999 were:

- Programme food aid deliveries increased by 160 percent compared to 1998.
- Russia was the main recipient of programme food aid, with nearly 4.5 million tons.
- Emergency food aid accounted for 32 percent of 1999 global deliveries—an increase of 57 percent from 1998.
- 2.4 million tons was delivered in 1999 as project food aid; deliveries remained approximately at the same level as in 1998 but the share of global deliveries of project food aid fell from 31 percent in 1998 to 17 percent in 1999.
- 49 percent of 1999 food aid deliveries were targeted food aid (emergency and project food aid.
- The increase in programme food aid deliveries also resulted in a drop in the share of total food aid provided through triangular operations and local purchases (8 percent in 1999; 16 percent in 1998), although the actual quantities remained at a similar level.

Resource and Long-term Financing policies

30. The review of WFP's Resource and Long-term Financing policies was concluded and a number of changes were approved by the Executive Board in January 1999. The review found that the policies had increased the Programme's transparency and accountability, while improving the planning and management of resources. The changes came into effect in January 2000.

31. The review reaffirmed the principle of full-cost recovery, which was the basis of the Resource and Long-term Financing policies introduced in 1996. Among the most significant changes were the re-categorization of costs, particularly the introduction of a

uniform Indirect Support Cost rate for all contributions to the Programme. A Direct Support Cost Advance Facility was also created, to enable WFP to commit and spend direct support monies in advance of confirmed contributions. Further changes ensure that many contributions to indirect support costs—for example when donors contribute in-kind services—will no longer need to be accompanied by a support cost cash contribution. A number of measures were recommended to increase up-front, untied and multilateral contributions.

32. Full-cost recovery is sometimes difficult for new or non-traditional donors to meet. The Resource and Long-term Financing policies allow the Executive Director to waive payment of cash for support costs on in-kind contributions from non-traditional donors in exceptional circumstances, and where such contributions are judged to be in the best interests of the Programme.

33. This provision allows WFP to take advantage of small but valuable contributions that are sometimes offered in the field, such as when an NGO wishes to transfer food stocks to WFP but is unable to provide cash for the support functions. As requested by the Board, the waivers authorized each year will be reported to it.

Financial Management Improvement Programme (FMIP)

34. The cost for the design and implementation of the FMIP package of activities – estimated at US $37 million dollars – has been kept at this level despite a major increase in the costs of information technology expertise arising from Y2K concerns. The Executive Board approved the use of the General Fund to cover the funding deficit up to the approved US$37 million FMIP ceiling. Thus far, US$20.8 million has been raised from a combination of direct donor contributions, WFP resources and interest income generated in the FMIP Special Account, leaving a shortfall to be covered from the General Fund of about US$16.2 million. FMIP will allow WFP to continue its efforts to work in a decentralized manner and at the same time ensure the flow of financial information between various levels of the organization.

Problems and lessons learned

35. WFP shipped some 3.4 million tons in 1999—the highest quantity since 1992—even though the 1999 contributions fell slightly from US$1,727 million to US$1,555 million. This increased tonnage shipped was mainly due to the high level of carry-over resources from the very generous United States contribution in 1998. Fortunately, good harvests in major food-exporting countries and lower international food prices allowed food purchases to remain at relatively high levels.

36. The increased shipments, however, did not prevent some **relief operations** from being curtailed or cut back. Food aid needs remained high or rose, meaning that some operations including those in the Balkans, Colombia, Ethiopia, Democratic Republic of Congo, the Great Lakes region, DPRK and Iraq experienced pipeline breaks or insufficient funding.

37. WFP's global **development** portfolio has been slowly adjusted downwards in line with the decline in available resources over the last two years. Even though funding for development activities declined in dollar terms from 346 million in 1998 to 275 million in 1999, WFP shipped 804,000 tons—an increase over the 783,000 tons shipped in 1998. The increased shipments, primarily due to large carry-over stocks and low commodity

prices, allowed WFP to continue its development efforts. It is hoped that the trend of increased tonnage available for development activities will continue.

38. In recent years WFP has noted a trend away from multilateral contributions towards directed multilateral support. The percentage of contributions directed to specific projects or countries has continued to increase, reaching 69 percent of the total in 1999. This reduces the ability of the Programme to respond to changing needs around the world.

39. As a voluntarily-funded organization, WFP's resource base tends to be difficult to predict. Increased predictability would be instrumental in enabling WFP to respond, in a sustainable manner, to the needs of those suffering from hunger at critical times in their lives. The scope and priorities of the new Food Aid Convention (FAC), approved in June 1999, fit neatly with WFP's mandate. As such, the signatories of the Convention might refer to their FAC commitments as a basis on which to provide a longer-term indication of their likely contributions to WFP.

Recommendations

40. The Executive Board may wish to:

a) Note the progress achieved in identifying alternative ways to mobilize resources.

b) Continue to support the development of the Resource Mobilization Strategy, which will examine ways to improve the Programme's funding security, predictability and flexibility.

c) Continue to support the implementation of FMIP.

C. Resident Coordinator (RC) System

41. During the past year, a change in the selection of Resident Coordinators (RCs) has occurred. WFP actively participated in the work of designing the new assessment and selection processes. An independent competency assessment model was developed and implemented to help determine the suitability of potential candidates. In addition, an Inter-Agency Advisory Panel including WFP was established to review the suitability of pre-assessed candidates for specific RC posts. WFP also participates in the UNDG/Consultative Committee on Programme and Operational Questions (CCPOQ) Training Group to develop an integrated strategy for RC training.

Problems and lessons learned

42. UNDG completed a job description for RCs and revised guidelines for reporting. WFP is supporting efforts for work plans and budgets for coordination functions to be developed with the full participation and agreement of the country offices, to ensure transparency and team ownership. Furthermore, WFP will actively support UNDG's efforts to:

- Increase the number of RCs appointed from outside UNDP (of the 130 RC posts, currently 25—less than 20 percent—are from other agencies) by continuing to put forward candidates with the requested profiles for the competency assessment programme and subsequent placement as RC; and
- Improve the gender balance (at present, only 30 RCs are women).

43. WFP has encouraged its staff with the required qualifications to apply for RC posts. By the end of 1999, it had four staff members serving as RCs and an additional two being considered.

Recommendations

44. The Executive Board may wish to:

a) Encourage WFP to put forward candidates with the requested profile.

b) Support UNDG efforts to appoint RCs from outside UNDP.

c) Recommend that the gender balance among RCs be improved.

D. Implementation of the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF)

45. The Executive Director, along with the heads of UNDP, UNICEF and UNFPA, sent a joint letter in April 1999 to all country offices confirming the high priority given to the implementation at the country level of the Secretary-General's 1997 reform proposals. The letter emphasized the work of the United Nations system in developing common tools such as the CCA and UNDAF to allow the United Nations Country Teams to achieve greater unity of purpose in responding to the needs of the countries served.

46. WFP contributed to the formulation of the CCA and UNDAF guidelines, and is active in the CCA/UNDAF Learning Network that is reviewing current experiences to develop a "lessons learned" paper which will be published in early 2000. The increased authority delegated to WFP country offices has helped strengthen WFP's participation at the country level in the United Nations Country Teams. WFP country office staff play an active role in all UNDAF exercises in countries in which WFP has development programmes, including leading appropriate theme groups, such as those on food security and relief.

Problems and lessons learned

47. Apart from the direct efforts by WFP at the field level, WFP headquarters formed an inter-divisional CCA/UNDAF working group in order to be able to systematically review CCAs from the WFP countries and other UNDAF-related matters. The main lesson learned is that the group has ensured that all important matters are discussed by all divisions in WFP. An additional lesson is that new developments coming out of the CCA/UNDAF process are brought to the attention of relevant units and incorporated in WFP guidelines as necessary.

Recommendation

48. The Executive Board may wish to:

- Urge all United Nations system partners to participate actively in the CCA/UNDAF process.

E. Harmonization of Programmes

49. General Assembly resolution 47/199, which called for the harmonization of the programme cycles of Funds and Programmes by the year 2000, is closely linked to the CCA/UNDAF process. WFP has made efforts to ensure that all proposed Country Programmes adhere to the established cycle and will continue to do so through necessary adjustment of the time periods covered by the WFP Country Programmes.

Problems and lessons learned

50. In September 1998, a joint letter by the Executive Director and the heads of UNDP, UNICEF and UNFPA to all country offices outlined the commitments of these agencies to the harmonization of programme cycles. Among the steps listed, the key ones were:

- A local Action Plan was to be drawn up to map out and accelerate progress towards harmonization during 1998 and 1999 and submit it to the United Nations Development Group Office (UNDGO) by mid-November 1998.
- Countries that had already achieved harmonization were to maintain it.
- A system to monitor the progress on the Action Plans was to be set up and progress reported through annual RC reports.

51. By the end of 1999, 98 percent of the countries identified for harmonization of programme cycles had achieved the desired harmonization, allowing for further planning along the lines of the UNDAF exercise.

Recommendations

52. The Executive Board may wish to:

a) Take note of the high degree of harmonization achieved by UNDG members.

b) Request UNDG agencies to maintain the harmonization of Country Programmes.

WFP Building Partnerships

53. In addition to the harmonization efforts undertaken by the UNDG agencies, WFP has been actively forming partnerships with other United Nations agencies and NGOs with the aim of strengthening and harmonizing development efforts at the field level.

WFP in the United Nations Disaster Assessment and Coordination (UNDAC) team responding to the earthquake in Turkey

In the early hours of the morning on 17 August, a powerful earthquake measuring 7.4 on the Richter Scale struck a vast area of in the west/northwest of Turkey. Over 14,500 people were killed, some 24,000 injured and over 25,000 buildings destroyed, mainly in the heavily industrialized provinces of Kocaeli, Sakarya, Yalova and Istanbul on the coast of the Marmara Sea.

A UNDAC mission, organized by OCHA, was immediately deployed to Istanbul and later also to Ankara. The purpose of the UNDAC team was to assist the United Nations Resident Coordinator and to respond to the Government of Turkey's request for emergency relief assistance.

WFP has four staff who are "UNDAC-trained"; as part of an agreement reached in August 1999 between OCHA and WFP, these staff members can be expected to be called upon to participate in UNDAC missions. As a partner of UNDAC, WFP received a standard UNDAC alert for additional support in Istanbul on 19 August. Within 24 hours of the request, WFP was able to respond and had deployed a staff member to be part of an On-site Operation Coordination Centre (OSOCC).

The OSOCC role for the first 10 days was twofold: to facilitate the arrival, deployment and departure of the international Search and Rescue (SAR) teams and to collect indicative information about the situation in the affected areas and priority rescue and relief needs. After the first week, the focus of the OSOCC turned to more in-depth assessment and information consolidation.

Information exchange with the Turkish Red Crescent Society was particularly important as the Society had been designated by the Government as the lead agency for the relief phase. Liaison with visiting donor assessment missions, departing SAR teams and incoming NGOs was also an essential element of the information network.

Within three weeks, the shift of national and international attention had turned to preparations for the winter relief phase, care for the estimated 200,000 homeless, and longer-term rehabilitation and reconstruction efforts. The UNDAC team closed down the OSOCC Istanbul office and coordination refocused on the United Nations office in Ankara.

Field Collaboration with United Nations Agencies

54. WFP is an active partner in establishing collaboration with other United Nations agencies and has continued to work in partnerships all over the world throughout 1999. Increasingly, Memoranda of Understanding (MOUs) govern WFP's collaboration with other United Nations agencies. Experience has shown that such MOUs result in practical improvements in communications and in the way the agencies work together in the field. The first such MOU was signed with UNHCR in 1985, and subsequently revised in 1994 and 1997. Similarly, an MOU was signed with UNICEF in 1998.

55. In 1999 FAO and WFP signed an MOU to formalize the already existing working arrangements. The MOU with FAO emphasizes cooperative activities to promote rural development and food security, especially in Africa, in such interventions as:

- Low-cost small-scale water control measures;
- Improved natural resource and land management;
- Soil fertility enhancement and crop intensification; and
- Crop diversification.

56. In addition to the MOU, WFP and FAO have a technical agreement specifying the modalities for cooperation and sharing of information between FAO's Global Information and Early Warning System (GIEWS) and WFP's VAM Unit.

Working Together

In Zambia, FAO and WFP together support the IFAD-financed ***Southern Province Household Food Security Programme***. The IFAD loan provides resources necessary to stabilize local food access and enhance local crop resilience. In tandem, WFP maintains a "social safety net" of food supplies through food aid interventions in the lean agricultural seasons and FAO offers its technical expertise and knowledge of the project area—including information derived from a joint study of women's farming methods and tools in the region.

Collaboration with NGOs

57. WFP encourages a continuous refining of its partnerships with NGOs through the signing of global MOUs with its major NGO partners. Currently 16 MOUs have been signed and WFP has local partnership agreements with over 1,200 NGOs in the field. Another way to improve partnership is through the annual WFP-NGO consultation hosted by WFP. The purpose of these discussions is to establish common understanding between WFP and its NGO partners and together find ways to enhance collaboration.

58. At the 1999 consultation, nine topics were discussed over two days. They ranged from "Opportunities for Shared Advocacy" to topics of common interest such as "Addressing the Special Nutritional Needs of Women and Small Children", "Working with the Military", "Staff Security" and "Funding Issues".

59. WFP also carried out an evaluation of its partnerships with NGOs in 1999, through a study of eight countries. The evaluation concluded that collaboration with NGOs is essential in countries with insufficient governmental administrative capacities or poor infrastructure. The findings of the evaluation are very encouraging for continued partnership, and they demonstrate that WFP-NGO collaboration is a win/win situation, with increased benefits for beneficiaries. With regard to the lessons learned about the need for clearer guidelines on how to improve coordination among parties involved and streamlining partnerships through standard local agreements, WFP has already started to implement the recommendations and is developing the necessary guidelines.

Recommendations

60. The Executive Board may wish to:

a) Note the progress made in building partnerships.

b) Encourage WFP to continue to build partnerships.

c) Reaffirm the need for jointly developed guidelines for these partnerships.

F. Gender Mainstreaming

61. WFP co-chaired with UNICEF the Sub-Working Group of the Inter-Agency Standing Committee (IASC) on Gender in Humanitarian Assistance, which approved a policy statement in May 1999. In compliance with the new policy, WFP has embarked on a review of materials and training tools that address gender issues in emergencies. These reviews will help WFP respond more effectively to the challenge of mainstreaming gender in emergencies.

62. Gender mainstreaming is not only about women. It is also about men, and the changes that must take place in their relations to women if the latter are to be empowered. To address this issue, WFP encourages its male staff to take on positive gender roles by becoming gender focal points—at present 17 males out of a total of 108 focal points. Both male and female staff, counterparts and beneficiaries are trained in gender analysis. Gender-trained male professionals can make a big difference, particularly with male beneficiary groups.

Problems and lessons learned

63. In ***Peru***, all WFP projects actively support the participation and empowerment of women. In the support to women's micro-enterprises project, WFP provides an integrated support package of food, credit, technical assistance and business training. Women have not only improved their income levels but also their literacy, self-esteem and decision-making ability at home and in the community. Many of the women also now hold public leadership positions. In another project, women have played an important role in regenerating the scarce natural resources in their communities.

64. In ***Madagascar***, a team of male WFP field monitors has fought for the participation of women in all food-for-work activities in the south, where local traditions discourage an active role for women. The team has won the confidence of the people and 50 percent of the committees are now comprised of women. Additional activities have been started as well, including literacy, small-scale economic activities, and simple agricultural schemes. This team has made a significant contribution to these communities by insisting on a gender perspective that lets both women and men contribute to development.

65. In ***Egypt***, WFP supplied food to support the settlement of land in desert areas. Two of the provisions were that 20 percent of the land had to be registered in a woman's name and that women had to be issued with identity cards.

66. In ***the Dominican Republic***, food rations have enabled over 1,000 women to take part in training courses to learn the skills to make products that can be sold in the market. They have now achieved the respect of the entire community and have managed to obtain title to their own plots of land.

67. In ***China***, women make up 40 percent of the food-for-work labour force and are consulted throughout the project process with the result that many of the assets created, such as clean water supplies and bio-gas units, directly benefit women. Health education for women is a part of all WFP projects.

68. Perhaps most impressively, in ***Bangladesh***, WFP's Vulnerable Group Development Programme has empowered over three million women since it was started in 1974. These women are now more equal players in household decision-making, earn income from small-scale enterprises, and actively participate in community decision-making.

Gender News
WFP has been publishing a gender newsletter since 1994. ***Gender News*** provides news and brief updates on what is happening in gender mainstreaming in the United Nations system and how WFP's Commitments to Women are being implemented around the world. Each issue also contains a statistical follow-up on staff recruitment from the viewpoint of gender equality. Readership has steadily increased, from an initial 300 to over 2,000 of the English version alone. Issues are translated into Arabic, French and Spanish. The China country office also arranges a Chinese translation locally.
Funding for ***Gender News*** comes from the Government of Finland. Since March 1999 ***Gender News*** has appeared on the WFP home web page in all languages.

Recommendations

69. The Executive Board may wish to:

a) Note the progress made in integrating gender considerations.

b) Urge continuing efforts to mainstream gender considerations in WFP activities.

G. Gender Balance

70. As of December 1999, WFP employed 5,248 people in 1999, on a number of different types of contracts; 2,355 employees had contracts for more than 12 months, with the remainder being employed for shorter periods throughout the year. Details are provided in the table under paragraph 73.

Problems and lessons learned

71. WFP has made rigorous efforts to increase the proportion of female professional staff. Half of all newly recruited professional staff were women, up from 35 percent in 1995. The proportion of women in professional grades has increased from 18 percent in 1991 to 34 percent in 1999. This compares to 35 percent for the United Nations as a whole. The United Nations goal, to achieve gender balance in professional categories, has not been achieved.

72. WFP now holds managers accountable for striving to achieve the gender balance employment targets through the Management Appraisal of Performance system.

Recommendations

73. The Executive Board may wish to:

a) Take note of the progress achieved so far in implementing of the gender balance recruitment policy.

b) Call for continued efforts to improve the gender balance of the Programme.

STAFF WITH CONTINUING OR FIXED-TERM CONTRACTS OF ONE YEAR OR LONGER—AT 31 DECEMBER 1999

Category	Total Number of Staff	Number of Women	Percentage of Women
HIGHER CATEGORIES (D-2 and above)			
In field offices	4	0	
At headquarters	9	4	
Subtotal	**13**	**4**	**31**
PROFESSIONAL (P-1 to D-1)			
Unified Service Staff			
In field offices	150	34	
At headquarters	70	24	
Subtotal	**220**	**58**	**26**
Specialist Staff			
In field offices	0	0	
At headquarters	48	19	
Subtotal	**48**	**19**	**40**
Core Project Staff			
In field offices	65	13	
At headquarters	59	25	
Subtotal	**124**	**38**	**31**
Non-Core Project Staff			
In field offices	295	102	
At headquarters	86	47	
Subtotal	**381**	**149**	**39**
SUBTOTAL INTERNATIONAL PROFESSIONAL STAFF AND HIGHER CATEGORIES			
In field offices	514	149	
At headquarters	272	119	
Subtotal	**786**	**268**	**34**

Continued

STAFF WITH CONTINUING OR FIXED-TERM CONTRACTS OF ONE YEAR OR LONGER—AT 31 DECEMBER 1999

Category	Total Number of Staff	Number of Women	Percentage of Women
Junior Professional Officers (JPOs)			
In field offices	48	34	
At headquarters	24	16	
Subtotal	**72**	**50**	**69**
UN Volunteers			
In field offices	75	16	21
National Officers			
In field offices	166	65	39
TOTAL PROFESSIONAL STAFF AND HIGHER CATEGORIES	**1 099**	**399**	**36**
GENERAL SERVICE			
In field offices (National)	937	311	33
In field offices (International)	24	21	87
At headquarters and Liaison Offices	295	226	77
TOTAL GENERAL SERVICE	**1 256**	**558**	**44**
ALL STAFF			
In Field Offices 75%	1 764	596	41
At headquarters 25%	591	361	
TOTAL WFP STAFF	**2 355**	**957**	

Note: Figures on Professional and General Service Staff at headquarters also include staff in the five WFP Liaison Offices, i.e. Brussels, Geneva, New York, Yokohama and Washington.

Source: WFP Human Resources Division, January 2000.

H. Capacity-building

Building Staff Capacity

74. In 1999, WFP completed several steps aimed at building staff capacity.

- **Security**. With WFP staff increasingly working in areas of great danger, the Security Awareness Training Initiative was given the highest priority in 1999. Over the year, WFP trained over 5,000 staff and contract workers through security awareness training workshops at headquarters and in country offices. The workshops set out to:
  - ⇒ equip staff with a basic understanding of issues, incidents and practices which might affect their personal safety in the field, and the tools required to improve their personal safety in daily activities;
  - ⇒ improve the adherence of staff members to security policies in effect at the duty station;
  - ⇒ provide a general overview of United Nations security practices and policies, and how they relate to the individual staff member. All WFP security policies

and procedures must comply with the regulations and policies established by the United Nations Security Coordinator; and

⇒ improve the security awareness and practices of field staff and family dependents as they travel to, within or between duty stations.

- **Programme Design Manual (PDM).** The shift to a Country Programme-based approach, along with increased decentralization, has required a range of new policies and operational guidelines. The PDM, expected to be completed at the beginning of 2000, covers all WFP intervention categories. The PDM links directly to the latest supporting information, also in electronic format: guidelines, procedures and proformas. Any part of the Manual can be updated at any time. The revised version is available on-line within 12 hours to anyone with Internet access, and an updated CD-ROM version is issued every two months. Access to knowledge is the key to effective programme design. In order to be an efficient tool, the Manual will have to be updated periodically to reflect experience in the field and recommendations from the in-house task forces such as the Food Aid and Development (FAAD) Task Force.

- **Management**. WFP developed a new eight-day Management Training Programme which includes modules on Change Management, Performance Management, Food Aid and Development, Management of Complex Emergencies, Managing Ourselves and Personnel Working under Prolonged Periods of Stress, FMIP Activities, and Procurement. By the end of 1999, training had been provided to 112 staff members.

- **Needs Assessment.** The WFP Emergency Assessment Unit finalized the "Emergency Needs Assessment Guidelines" in October 1999 and conducted training workshops on the new guidelines. The goal is to enable a broader range of WFP staff to undertake needs assessments, by furnishing staff with:

  ⇒ the technical knowledge required to conduct Emergency Food Aid Needs Assessments;

  ⇒ the ability to calculate household food aid needs;

  ⇒ the knowledge of how to conduct "Household Food Economy Approach" and rapid participatory appraisals; and

  ⇒ nutritional knowledge.

- **Food and Nutrition Handbook**. In 1999, WFP published its Food and Nutrition Handbook, to make the Programme's experience on essential food and nutrition issues accessible to a wider audience. The Handbook helps WFP staff to assess and analyse the prevailing nutrition situation and to decide whether food aid has a potential role in preventing or alleviating malnutrition, and if so, how to design and implement appropriate interventions.

- **Environmental Review Guidelines**. To assist staff with the implementation of WFP's environmental policy "WFP and the Environment – Issues and Priorities" approved in September 1998 by the WFP Executive Board, guidelines were issued in early 1999. These outline the steps required to ensure that environmental factors are considered in all programming, implementation and monitoring stages, and provide related tools (e.g. checklists, sample terms of reference) for use in the field. However, there is little capacity for mainstreaming the policy at the field level.

Community Capacity-building

75. WFP has introduced a number of initiatives to strengthen community participation in the provision of food aid.

Problems and lessons learned

76. In ***southern Sudan***, WFP uses a participatory, community-based approach to target and distribute food to the most vulnerable households. Committee members, of whom 50 percent are women, are elected or appointed from the community. This approach has increased women's participation in food aid management, and has had more success in ensuring that food distributions are more equitable and in reducing diversions. Nevertheless, reliance on participatory, community-based targeting and distribution has also raised a number of difficult issues:

- Committees do not necessarily represent all people in the area and some have been excluded from distributions.
- Due to different cultural perceptions, WFP and local leaders have not always shared an understanding of who within the community is the most vulnerable.
- Community structures are unable to resist pressures for redistribution and diversion of food during periods of conflict or food shortages.

77. Consequently, in 1999 WFP commissioned an independent analysis of its targeting and distribution systems in southern Sudan. Following that review, WFP has taken a number of actions to address these concerns, including:

- The establishment of more representative committees that reflect the interests of marginalized groups;
- The introduction of greater flexibility during distribution to accommodate cultural perceptions of need; and
- The training of local staff to improve WFP's sensitivity to cultural issues.

78. In ***Peru***, WFP assistance to organized farming communities (*comunidades campesinas*) includes the training of community members in financial management skills (e.g. management of revolving credit funds) as well as natural resource management skills such as improved soil conservation, agricultural and forestry techniques so that communities are empowered to invest in their future and motivated to maintain this investment after food aid is withdrawn. Beneficiaries surveyed have ranked training as the most important principal benefit of the project.

79. In 1999, WFP and the **Society for International Development** (SID) launched a joint initiative to give greater prominence to the issue of food security and the steps that communities can take to help themselves overcome hunger. Called "Food Security and Sustainable Livelihoods: Local Innovations Against Hunger", this initiative will help to move the problems of hunger and poverty to the centre of national and international agendas. With support from WFP, SID uses its extensive network of interested individuals and organizations to:

- Document local-level initiatives that contribute to food security;
- Share information among a variety of groups and organizations on these successful local efforts;

- Bring these experiences and innovations, and also constraints that communities face in achieving food security, to the attention of decision-makers; and
- Raise the profile of hunger and food security issues.

Recommendations

80. The Executive Board may wish to:

a) Take note of the activities undertaken to strengthen capacity.

b) Support efforts to strengthen the capacity of WFP's NGO partners.

Institutional Capacity Strengthening

81. As a part of the continued efforts to strengthen and streamline internal operating procedures the following steps were taken during 1999.

82. **Office of the Inspector-General.** In 1999, the Office of the Inspector-General (OEDI) issued reports on eight inspections and eight investigations, which included two follow-up reports on prior work. The reports addressed issues such as food losses, security of food in warehouses, contributions to safety of staff, procurement fraud, harassment, abuse of power, advice on organizational structure, and the proper utilization of communications facilities such as internet and e-mail. Through sharing of lessons from its activities, OEDI played a preventive role for WFP and worked closely with other units in the identification of vulnerable areas and the issuance of new guidelines. OEDI organized an intensive inter-agency training on investigation in cooperation with the United States Government, which centred on lessons learned, with 14 United Nations agencies attending.

83. **Office of Internal Audit.** The Office of Internal Audit (OEDA) continued in its efforts to increase transparency and accountability. The in-house automated Audit Tracking System (ATS) was fully implemented in 1999. ATS stores data on all audit activities and is used to monitor the implementation of recommendations by offices, and provides the facility to analyse trends and causes of audit observations.

84. The risk assessment model that was developed in 1996 was updated and used to select seven country offices for audit in 1999. A total of 221 audit recommendations were issued, including 82 for 1998 audits.

85. At headquarters, OEDA conducted an extensive audit of computer operations, including a review of Y2K preparedness. Other activities at headquarters included reviews of:

- Implementation of the LTSH model;
- Non-food Item Procurement Manual;
- FMIP (including the development of Systems, Applications and Products (SAP) in data processing);
- Local external audits of monetized funds;
- Foreign exchange management; and
- Selection of investment managers.

86. In 1999, OEDA audits identified the following:

- The need for closer monitoring of direct support cost (DSC) and programme support and administration (PSA) expenditures against budgets and for the timely identification of misclassification of expenditures in accounting records;
- The need for stronger cash management procedures through the preparation of accurate cash flow forecasts and the timely call-forwarding of funds; and
- The need to perform more complete periodic audits of monetized funds.

87. In response to these findings, OEDA issued recommendations or provided audit advice to the concerned units and is tracking the progress of implementation through ATS.

88. **Strengthening Communication.** Ensuring efficient emergency responses was a major challenge for WFP in 1999. Two Fast Information Technology and Telecommunications Emergency and Support Teams (FITTEST) were established in Africa and Asia. New telecommunications equipment worth US$2.4 million was procured and a total of 56 technical missions were fielded throughout the year, providing emergency response assistance or increasing local telecommunications facilities and standards. On the basis of this experience, workshops and training sessions helped ensure a steady improvement in the ability of all WFP staff to effectively use WFP's telecommunications facilities.

89. In recent years, WFP has developed a unique, inexpensive and simple e-mail system—the Deep Field Mailing System (DFMS)—which permits the exchange of different forms of data (spreadsheets, memos, commodity tracking data and even digital images) via radio, be it from a fixed office or a mobile vehicle. The use of radio prevents dependence on public infrastructures such as telephone lines or Internet providers, and is far cheaper than running e-mail over satellite-telephones, the only alternative in many cases.

90. The year 1999 was the first in which WFP deployed DFMS in the first phase of emergency operations. In Central America after Hurricane Mitch, during the Kosovo crisis, and in Ethiopia and East Timor, WFP telecommunications specialists were among the first WFP staff deployed, establishing vital communications systems at a time when there were no working telephones in the area. In East Timor, DFMS was an integral part of a complex inter-agency exercise, in which WFP provided e-mail and operational telecommunications services to most of the humanitarian community. DFMS and related local wireless extensions delivered cost-free mail and information to seven United Nations agencies and nine NGOs, besides acting as the backbone for expansion of WFP's regional information network.

91. During the year, WFP also began implementing the Enhanced Telecommunications Network (ETNET) project, which will improve existing "backbone" telecommunications in country offices. ETNET will build on existing facilities in more than 20 country offices to provide reliable, fast and cost-effective communications, including voice, data and video connections (for limited locations). WFP is collaborating with the United Nations Department of Peacekeeping Operations (DPKO) in the installation of six of the sites.

92. **WFPgo.** The WFP internal website, WFP Global Office (WFPgo), was developed in 1999 to provide WFP offices, wherever they are located, with easy access to all WFP documents, especially manuals and guidelines, circulars and directives. The website is also available in CD-ROM format, updated every two months, for offices in countries where Internet access is poor or non-existent.

93. **Strengthening Targeting through Vulnerability Analysis and Mapping (VAM).** The large-scale disruption and rapidly changing circumstances that accompany disasters create new information needs and information consumers literally overnight. Locations and numbers of affected people; the extent and distribution of damage; identification of resources and needs; locations of assistance projects; and factors influencing the security of the affected population and assistance workers all become crucial. WFP's VAM Unit played a critical role in support of major WFP relief operations in Kosovo, East Timor, China and Viet Nam.

94. In major **relief operations**, experienced VAM staff help local officers collect, sort, analyse and interpret available data to direct the flow of relief activities. VAM also helps identify information requirements ahead of time and coordinates its work with that of other agencies, using, as far as possible, a common framework to avoid each agency's undertaking individual assessments and thus duplicating efforts. As emergencies shift into recovery, the VAM database provides a basis for planning follow-up activities.

95. The data gathered by the VAM Units in the country offices are also integrated into the planning process of WFP **development activities** and ensures that the activities are targeted to the most food-insecure areas as well as the most food-insecure households.

96. The level of resources required to ensure that sound information is available should not be underestimated: between 2 and 10 percent of overall programme costs may be required to bring data timeliness and accuracy to an acceptable level. Experience has also shown that the lack of solid data on which to base programme resource allocation decisions typically results in up to 15 percent of food supplies not going where they are most needed.

97. The FIVIMS Programme, which originated as a specific recommendation of the World Food Summit in 1996, calls on the United Nations agencies, together with the broader development community, to generate better information on the incidents and factors contributing to food and nutritional insecurity. WFP's VAM Unit has had a constructive role in the Inter-Agency Working Group on FIVIMS, contributing financial resources and technical support and, in several countries, in leading the FIVIMS activities. Of the 42 country-level FIVIMS activities identified to date, WFP/VAM is present in 22.

Recommendations

98. The Executive Board may wish to:

a) Take note of the progress achieved in 1999.

b) Encourage WFP to continue efforts to strengthen and streamline internal operations.

Locally Based Data Systems in Afghanistan

In 1997, the WFP VAM Unit and country office in Afghanistan, with the financial support of the Netherlands and the technical collaboration of Save the Children Fund (SCF) UK, initiated a project to improve the understanding of food security in Afghanistan. In particular, the project set out to determine:

- which areas of the country were the most food-insecure;
- within these areas, which groups of people were the most food-insecure;
- in case of emergency—earthquake, drought, or displacement—how many people would become food insecure in any given area;
- what ration different household types would require; and
- what total tonnage would be necessary.

On the basis of this information, WFP has been able to predict the effects of crop failure or price rises on the poorer populations in different parts of the country: whether relief food is required, who should receive it, and how much. Information from food-insecure rural areas was used in 1999 to define beneficiary categories, ration scales and tonnage in situations of earthquake, blockades, internal displacement and drought, as well as to re-target relief distributions in urban areas.

A WFP/Afghanistan VAM database has been developed recently to improve accuracy and reduce the time needed to calculate food requirements for different households when changes in production, prices and population occur. There are still areas in which the country office is improving the data collection system. Information is collected primarily by and from men; despite an initial breakthrough in talking to females, the project teams have had very limited success in including the voices of women in their assessments.

I. Common premises and services

99. With the approval of the Executive Board, WFP has allocated US$ 1 million in the 2000/2001 budget to support moves into common premises in the field. These funds are an expression of WFP's support to the establishment of a unified United Nations presence at the country level through the development of United Nations Houses and common service arrangements. During 1999, WFP relocated into joint United Nations premises in Bangladesh, Ecuador and Honduras. In East Timor, WFP shares accommodation with UNDP, UNICEF, WHO, UNFPA, ILO and IMO.

100. The UNDG Sub-Group on Common Premises, of which WFP is a member, assesses the potential for creating new and cost-effective United Nations Houses in each country. In 1999, the Sub-group conducted 14 country assessments (Angola, Barbados, Brazil, Dominican Republic, Ecuador, Haiti, Mongolia, Nigeria, Papua New Guinea, Peru, Russian Federation, Switzerland, Trinidad and Tobago, Ukraine), and new United Nations Houses were established in Belgium, Belize, Latvia, Moldova, Pakistan and Ukraine.

Problems and lessons learned

101. The key factors that lead to the successful implementation of common premises within a country are:

- Effective leadership of the Resident Coordinator;

- Willingness and ability of agencies to jointly collect information and conduct analyses to prepare proposals to the Sub-Group;
- Utilization of sound business principles;
- Participation of appropriate technical experts.

102. Countries with large United Nations programmes have experienced difficulties in identifying suitable accommodation, as space requirements severely limit the number of properties available and thereby decrease leverage in negotiations.

Recommendation

103. The Executive Board may wish to:

- Take note of the progress on creating new and cost-effective United Nations Houses and encourage continued efforts.

J. Cooperation with the World Bank

104. The World Bank and WFP are collaborating in Bangladesh, China, Egypt, India, Madagascar, Malawi, Mozambique and Senegal on community nutrition, household food security, education, agricultural development, forestry and infrastructure activities.

Problems and lessons learned

105. Such cooperation is, however, not always straightforward. As a result, with the approval of the Executive Board and with the concurrence of the Bretton Woods Institutions, WFP has made budget provisions for the establishment of a post in Washington to improve collaboration. The staff member will highlight with the Bretton Woods Institutions the importance of early childhood nutrition, the connection between food security and school attendance, and the potential of food aid to enable the very poor to gain access to development opportunities. The staff member will also have a primary role in identifying potential opportunities for operational collaboration between WFP and the World Bank under the Comprehensive Development Framework (CDF).

Recommendation

106. The Executive Board may wish to:

- Encourage efforts to seek ways of strengthening collaboration with the World Bank.

K. Monitoring and Evaluation

107. In 1999, evaluations undertaken by WFP concentrated on relief efforts. Three emergency operations and one protracted relief operation were evaluated during the year. Three thematic evaluations were also completed, two of which related to relief assistance while the third examined WFP-NGO partnerships, which are also often of greatest importance in relief situations. In addition, one Country Programme and one country portfolio of development projects were evaluated to identify new ways to support the restructuring of WFP and to modify those practices that do not support the process.

Problems and lessons learned

108. WFP is now entering a period when the second generation of Country Strategy Outlines (CSOs) and Country Programmes are under preparation. On the basis of the evaluations and reviews of Country Programmes undertaken so far, Country Programme

evaluations will need to focus on progress towards the achievement of the higher-level Country Programme objectives rather than assessing individual activities in isolation. Standardized terms of reference are needed to ensure a common approach and comparability for Country Programme evaluations.

Recommendations

109. The Executive Board may wish to:

a) Reaffirm the need to continue to carry out evaluations.

b) Encourage that lessons learned through evaluations are made available to interested parties.

c) Note plans to establish a system to track evaluation recommendations and to improve upon the existing evaluation memory system to provide for a better sharing of evaluation experience with all interested WFP staff.

FOLLOW-UP TO INTERNATIONAL CONFERENCES

Fourth World Conference on Women: From Beijing to Beijing+5

110. WFP presented a set of Commitments to Women (1996-2001) at the Fourth World Conference on Women in Beijing in 1995, setting both quantitative and qualitative goals for future action. Several institutional mechanisms were put in place within WFP in 1996 to facilitate the implementation of WFP's Commitments. These mechanisms include a Gender Task Force at headquarters, gender focal points in every field office, and a Gender Unit for technical support and regional training meetings. Special measures have also been put in place to increase targeting of women in all WFP's programmes. In spite of these efforts, WFP still faces challenges in reaching more women in the future.

Problems and lessons learned

111. A Mid-Term Review of the Implementation of the Commitments to Women, carried out in 1998, found that WFP can still do more to address the strategic needs of women. Following the Mid-Term Review, WFP is modifying many of its procedures to ensure gender mainstreaming. A special Checklist has been prepared for use when evaluating projects to measure progress towards meeting the Commitments. Country offices have also updated Gender Action Plans in accordance with the recommendations of the review.

112. Gender equality goes beyond numerical outputs to qualitative outcomes and impact. Defining gender-specific empowerment actions and developing tools to implement them remain a challenge for WFP staff and partners in both development and relief activities.

113. In conflict situations women may be more vulnerable because they receive valuable assets like food. In extreme cases, women are killed because they carry WFP food. In response, WFP is choosing the food ration, the timing and place of delivery and other factors to ensure the safety of women beneficiaries.

Recommendations

114. The Executive Board may wish to:

a) Take note of the progress achieved so far.

b) Encourage WFP to strengthen its efforts to meet the Commitments to women.

World Summit for Social Development: Copenhagen+5

115. WFP development activities respond directly to the issues addressed at the World Summit for Social Development held in Copenhagen in 1995.

116. WFP's strategic approach to enabling development, as laid down in the Enabling Development policy, focuses on overcoming the vicious cycle of hunger and poverty that prevents the poor from taking advantage of social and economic development opportunities. WFP uses food aid as an instrument to enable the poor to gain and preserve assets. Special efforts are made to ensure that every intervention has been designed to open up development opportunities for the very poorest, especially women, and to leave behind a lasting asset.

117. WFP's experience illustrates the critical role of participatory approaches. Women farmers, and particularly women heads of household, have gradually been more involved in their local community associations. However, experience also demonstrates that more efforts are needed before the resistance to greater involvement of women is eliminated.

118. WFP also works in the health sector, supporting health projects and giving food rations to low-income women and children who are visiting mother and child health centres. Collaboration and partnership with other agencies and organizations has been a critical factor in ensuring that an adequate quality of services is provided at the centres to which women are attracted by the presence of food aid.

Recommendations

119. The Executive Board may wish to:

a) Note the progress achieved so far.

b) Encourage the continuation of efforts to implement the Commitments.

Education for All Summit: Jomtien+10

120. The Education for All Summit in Jomtien, Thailand 1990 focused the attention of the world community on the urgent need to provide basic education for every child, youth and adult and to give them basic life-skills.

121. WFP has long supported education through its school feeding programmes. Since 1995, following the Fourth World Conference on Women in Beijing, WFP committed 50 percent of its school feeding resources to girls to help eliminate the gender gap in primary education. Under the Enabling Development policy, education and training, especially for women and girls, is one of the five strategic objectives.

122. In preparation for the forthcoming World Education Forum, in Dakar, Senegal in 2000, WFP has helped prepare two studies, one on education in emergency situations and the other on take-home rations for girls. WFP has also been active in preparing the United Nation's Ten-Year Programme on Girls' Education, which is scheduled to be launched in Dakar and will feature prominently in the Millennium Assembly.

Recommendations

123. The Executive Board may wish to:

a) Note the progress achieved so far.

b) Encourage that efforts to implement the Commitments to women are continued.

Enabling Development

Since May 1999, following the Board's approval of the Enabling Development policy, a number of WFP regional meetings have helped staff gain skills necessary to bring WFP's development portfolio in line with the Executive Board's policy guidance on food aid and development. Workshops have been held in Burkina Faso, China, Colombia, Egypt, Mali, Peru, Sri Lanka and Uganda; these were attended by WFP management and programme staff, and on some occasions by international and national NGO partners and recipient governments. At the workshops, approaches were agreed upon for reviewing ongoing development activities, formulating a new generation of Country Programmes and development projects. Issues reviewed at these workshops included targeting of food-insecure populations, coordinating and establishing partnerships, ensuring adequate logistical programming and pre-positioning, cost-effectiveness, community participation, and a focus on gender.

The Food Aid and Development (FAAD) Task Force is developing the necessary tools to address identified needs. WFP's VAM staff have facilitated training and workshops in Cuba, Kenya, Mozambique and Sri Lanka, as well as a global meeting in Rome, to discuss the VAM tools for further developing and applying food security and vulnerability analysis, and for better targeting food aid in development.

Progress on the World Food Summit

124. All of WFP's policies and programmes are aimed at implementing the World Food Summit goal of reducing the number of undernourished people in the world.

Problems and lessons learned

125. In areas of conflict, WFP supports peace-building measures through strategies that work to empower people, especially women, and help repair the social fabric. For example, in Ethiopia and Sudan, WFP helps empower women by distributing food directly to them, or through community groups where women are well represented. In Uganda, WFP supports community asset creation by women and youth groups—re-establishing the *Acholi* tradition of working together.

126. The key to meeting the World Food Summit (WFS) goals is through development activities which allow people to create and maintain assets. However, as a result of the decline in development resources and increased focus on emergency interventions, WFP's contribution to the WFS goals has been less than the Programme would have desired.

127. In recognition of the importance of re-building people's lives, WFP introduced the PRRO Category, which provides a developmental approach, in partnership with other organizations providing complementary resources, as soon as a crisis situation recedes and a more stable environment emerges.

128. WFP relies on partnerships to ensure that food assistance combines with other resources to help people fight hunger. WFP is an active participant in the United UNDG, the Executive Committee on Humanitarian Affairs (ECHA) and the IASC. Particularly

important to WFP is strengthened collaboration among the three Rome-based agencies—FAO, IFAD and WFP.

129. A key policy principle of WFP's Enabling Development policy is to use food to meet a consumption need and at the same time ensure that food assistance leads to a developmental outcome. WFP interventions give priority to the needs of women and children, who are the most vulnerable to long-term damage from inadequate nutrition.

130. WFP's VAM Unit, in collaboration with FIVIMS, collects and updates information on national food insecurity and vulnerability.

Recommendations

131. The Executive Board may wish to:

a) Note the progress achieved so far.

b) Promote efforts to reach WFS goals.

WFP and the Environment

WFP's environmental policy and guidelines promote sustainable natural resource management. WFP's environmental review process identifies potential environmental risks and the means to help alleviate environmental degradation.

Nearly 50 percent of WFP's development projects are aimed at averting environmental degradation. Through these projects, WFP has contributed to the international effort to combat desertification and land degradation.

For example, the devastating landslides that accompanied Hurricane Mitch have been attributed to large-scale deforestation and inadequate farming practices, which left many areas vulnerable to soil erosion. To mitigate future environmental damage, the PRRO for the Central America region includes reforestation and watershed management activities, including fuelwood production and construction of soil conservation works. Also, to reduce the quantity of wood required for cooking, WFP will encourage the use of fuel-efficient stoves and the milling of grains and cereals, to reduce their cooking time. Food-for-training activities will address forestry and environmental topics.

HUMANITARIAN AND DISASTER RELIEF ASSISTANCE

132. A number of initiatives were introduced in 1999 to improve WFP's ability to respond to humanitarian crises.

Review of WFP Assistance to Internally Displaced Persons (IDPs)

Problems and lessons learned

133. In 1999, WFP started a major review of its assistance to IDPs to better understand their needs, to document best practices and draw lessons for future operations. Worldwide, there has been an increasing trend of more people becoming displaced in their own country rather than seeking refuge across international borders. Displaced people are now one of WFP's main beneficiary groups.

134. The review highlighted that:

- IDPs are often among the most vulnerable to food insecurity, particularly when they are initially displaced, are unable to resume productive activities for long periods of time, or are repeatedly displaced by new outbreaks of violence.
- During return and resettlement, IDPs face periods of food insecurity before harvests and normal economic and market activities are resumed. Recovery is often constrained by a lack of non-food inputs such as seeds, tools and cement for rehabilitating irrigation structures.
- The needs of IDPs often cannot be differentiated from those of the resident populations, especially in situations of long-term conflict.
- Displaced persons often face major threats to their physical safety, and human rights and have problems with work and travel permits and identity documents and property rights.
- Major difficulties are sometimes faced by humanitarian organizations in securing access to the displaced.

Disaster Mitigation

135. In approving the Enabling Development policy, the Board agreed that disaster mitigation would be a priority area for WFP assistance. A further study to identify the most appropriate approach for WFP to help reduce people's long-term vulnerability to natural disasters highlighted the following issues:

- In countries prone to recurrent natural disasters, development activities and emergency interventions need to be closely linked. The key to successful mitigation strategies is to combine short-and long-term interventions (relief and development) in mutually reinforcing ways.
- Targeting must concentrate on those who cannot cope with recurrent disasters, not just those who live in disaster-prone areas. Those who are most at risk of natural disasters are not necessarily those who are most vulnerable to hunger.
- Disaster mitigation for poor households means avoiding destitution by taking action before an acute crisis is actually reached. Intervening early is key to protecting hard-won development, and preventing the erosion of the subsistence base of poor households.

136. WFP has selected several pilot countries to help WFP determine best practices for disaster mitigation.

Review of WFP Assistance in Complex Emergencies

137. The increasing frequency, scale and complexity of WFP's humanitarian operations have generated complex organizational, operational and strategic demands on WFP. Experience from the crises in the Balkans and in East Timor during 1999 have confirmed WFP's lead role and capacity to respond to complex emergencies. However, lessons drawn from these and other recent experiences also show that there is a need for WFP to further strengthen and improve its early warning, preparedness and rapid response capacities:

138. A 1999 thematic evaluation of WFP' assistance in complex emergencies acknowledged the enormous efforts made and the wide-ranging initiatives undertaken by WFP, its partners and individual staff in complex emergencies. However, the review also identified aspects of policy, procedures and practice to which WFP must give further consideration and attention, including:

- Clarifying WFP's policy and basic principles for assistance in complex emergencies, and providing corresponding guidance to staff.
- Enhancing WFP's participation in ongoing inter-agency processes relating to the coordination of international assistance.
- Thoroughly reviewing experience and developing check-lists and guidelines (as appropriate) for assessment, targeting and assistance strategies in conflict situations.
- Consolidating and refining arrangements for the mobilization and management of resources on a regional basis, where necessary, to respond to changing needs between neighbouring countries.
- Continuously refining security measures and training in collaboration with UNSECOORD, other operational United Nations agencies and NGO partners.
- Providing detailed, country-specific briefings to staff being assigned in conflict situations.

139. WFP has taken note of the lessons highlighted in the evaluation and has started to ensure that the appropriate units of WFP incorporate the recommendations.

Recommendations

140. The Executive Board may wish to:

a) Take note of the lessons learned during the reviews.

b) Encourage that these reviews are carried out on a regular basis.

c) Reaffirm the need to present the findings in accordance with established procedures.

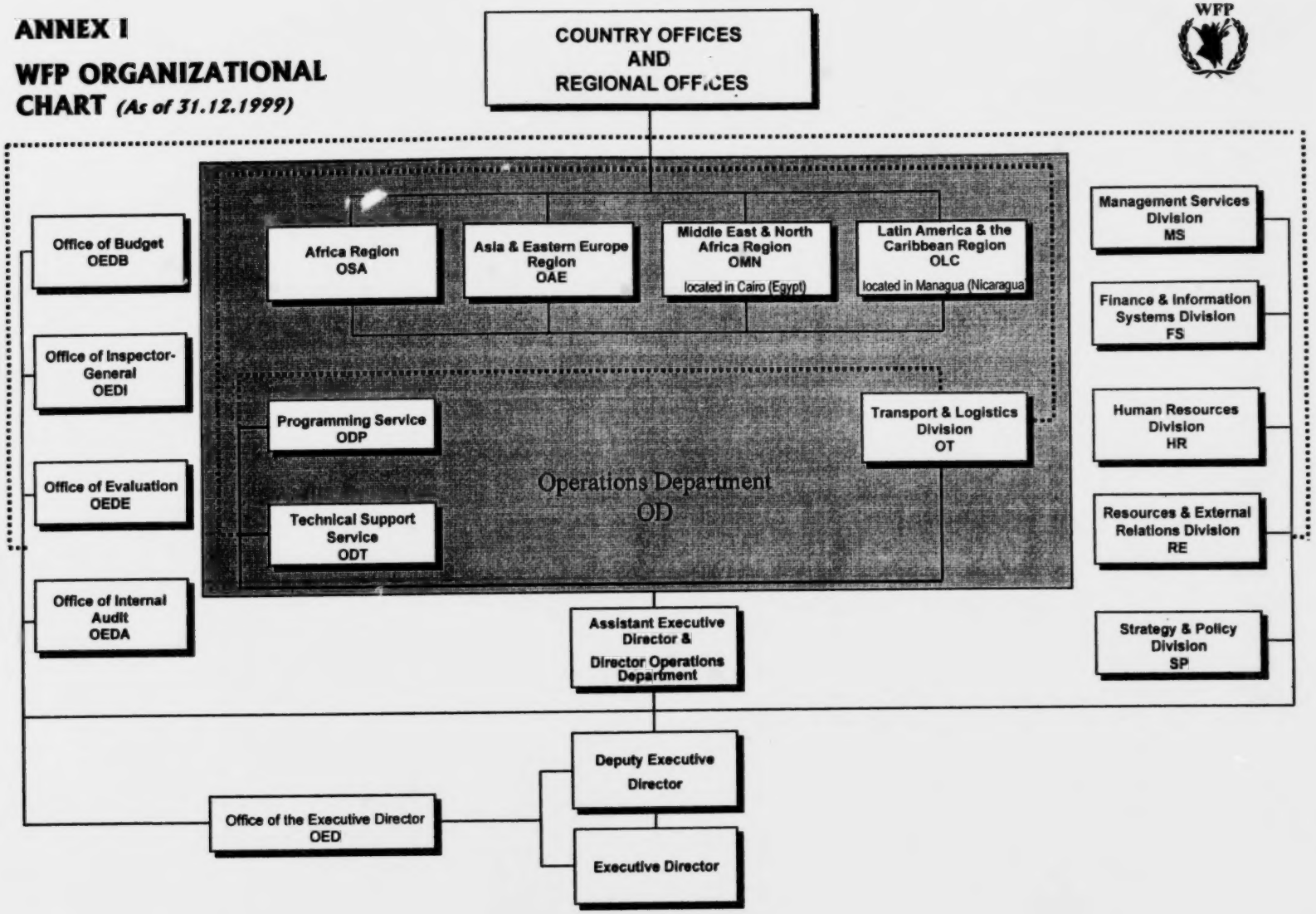
Strengthening The Emergency Response Capacity (SERC) of WFP

The joint WFP/Department for International Development (DFID) project, SERC, which was initiated in 1998 but only formulated in more specific terms during 1999, aims to identify ways of strengthening WFP's capacity to respond rapidly and effectively to new and rapidly changing humanitarian emergencies. The project is looking at the functioning of key crisis preparedness and response mechanisms as well as at medium-term management and organizational aspects affecting the ability of WFP to respond quickly and efficiently.

ANNEXES AND MAPS

ANNEX I

WFP ORGANIZATIONAL CHART *(As of 31.12.1999)*


COUNTRY OFFICES AND REGIONAL OFFICES
Office of Budget OEDB
Office of Inspector-General OEDI
Office of Evaluation OEDE
Office of Internal Audit OEDA
Africa Region OSA
Asia & Eastern Europe Region OAE
Middle East & North Africa Region OMN
located in Cairo (Egypt)
Latin America & the Caribbean Region OLC
located in Managua (Nicaragua)
Programming Service ODP
Technical Support Service ODT
Transport & Logistics Division OT
Operations Department OD
Management Services Division MS
Finance & Information Systems Division FS
Human Resources Division HR
Resources & External Relations Division RE
Strategy & Policy Division SP
Assistant Executive Director & Director Operations Department
Deputy Executive Director
Executive Director
Office of the Executive Director OED

ANNEX II: WFP GLOBAL FOOD AID PROFILE, 1994-99

	1994	1995	1996	1997	1998	1999 [1]
1. Total food aid deliveries (in million tons - cereals in grain equivalent)	12,9	10,2	7,2	7,4	8,3	14,5
Cereals	11,1	8,9	6,3	6,5	7,3	13,0
Non-cereals	1,8	1,3	1,0	0,9	1,0	1,5
2. Food Aid procurement in developing countries (percent of total)	11,5	16,3	17,0	18,3	16,8	7,4
3. Food aid deliveries by channel (percent of total)						
Bilateral	50,3	49,4	44,9	30,0	40,0	55,0
Multilateral (WFP representing more than 95 percent)	28,3	30,4	35,9	42,4	33,3	28,9
NGOs	21,0	20,2	19,1	27,6	26,7	16,1
4. Food aid deliveries by category (percent of total)						
Programme	43,9	42,6	39,5	24,0	32,9	51,0
Relief	35,1	34,8	37,1	44,9	36,0	32,3
Project	21,1	22,7	23,5	31,1	31,0	16,7
5. Food aid deliveries by region (percent of total)						
Sub-Saharan Africa	34,8	32,4	35,8	33,5	34,1	19,6
Asia	19,5	23,4	27,7	38,2	39,1	33,8
Eastern Europe and CIS	28,7	29,0	18,1	14,4	10,5	36,5
Latin America and the Caribbean	10,2	9,1	10,5	8,8	12,0	6,9
Middle East and North Africa	6,7	6,1	7,8	5,0	4,3	3,2
6. Food aid deliveries by country special status category (percent of total)						
Deliveries to developing countries	83,4	87,2	90,3	91,1	93,5	63,9
Deliveries to low-income, food-deficit countries	75,2	80,1	81,7	86,8	86,4	61,5
Deliveries to least developed countries	42,2	40,2	46,3	48,2	45,2	30,4
7. Total cereal food aid deliveries expressed as percent of:						
World cereal production	0,6	0,5	0,3	0,3	0,4	0,7
World cereal imports [2]	5,3	4,1	3,0	3,0	3,4	5,8
8. Cereal food aid deliiveries to LIFDCs expressed as percent of:						
LIFDC cereal production	1,2	1,0	0,7	0,7	0,8	1,0
LIFDC cereal imports [2]	11,7	9,4	7,6	7,4	9,0	11,6

[1] 1999 data are provisional.

[2] Import statistics refer to July/June periods ending in the reported years, except for rice, which refer to the calendar year shown.

Sources: WFP (INTERFAIS), April 2000, and FAO, Food Outlook, February 2000.

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1996-99 *(thousand dollars)*

	1996		1997		1998[2]		1999[2]	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
GRAND TOTAL	**1 077 309**	**100**	**1 081 148**	**100**	**1 237 547**	**100**	**1 430 507**	**100**
DEVELOPMENT	**279 091**	**26**	**332 692**	**31**	**254 319**	**21**	**246 464**	**17**
Agricultural and rural development	**134 276**		**185 346**		**133 855**		**139 879**	
Agricultural production	116 037		159 466		99 780		109 029	
Food reserves	821		(143)		2		0	
Rural infrastructure	16 059		19 725		29 465		24 325	
Settlement	1 359		6 298		4 608		6 525	
Human resource development	**144 815**		**147 346**		**120 464**		**106 584**	
MCH and primary schools	122 678		107 485		97 841		87 029	
Literacy training and other education	22 137		39 881		22 623		19 555	
RELIEF	**737 655**	**68**	**703 366**	**65**	**915 500**	**74**	**1 089 356**	**76**
Emergency	**488 779**		**469 029**		**696 990**		**797 429**	
Drought/crop failures	20 255		65 017		235 372		182 808	
Man-made disasters	442 267		285 215		359 207		488 663	
Sudden natural disasters	26 257		117 997		102 411		125 958	
PRRO	**248 876**		**234 337**		**218 510**		**291 928**	
Protracted displaced person operations	157 558		132 992		122 361		226 201	
Protracted refugee operations	91 318		101 345		96 149		65 727	
SPECIAL OPERATIONS	**18 457**	**2**	**20 654**	**2**	**34 111**	**3**	**34 148**	**2**
TRUST FUNDS[3]	**31 124**	**3**	**11 077**	**1**	**23 920**	**2**	**53 965**	**4**
OTHER[4]	**10 982**	**1**	**13 359**	**1**	**9 697**	**1**	**6 574**	**0**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1996-99 *(thousand dollars)*

	1996		1997		1998 [2]		1999 [2]	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
SUB-SAHARAN AFRICA	**553 323**	**100**	**501 691**	**100**	**646 925**	**100**	**633 021**	**100**
Percentage of all regions	51		46		52		44	
DEVELOPMENT	**90 149**	**16**	**96 912**	**19**	**81 035**	**13**	**83 658**	**13**
Agricultural and rural development	**25 067**		**45 522**		**41 333**		**46 557**	
Agricultural production	19 958		36 623		27 839		33 121	
Food reserves	821		(143)		2		0	
Rural infrastructure	4 204		8 781		13 126		10 497	
Settlement	84		261		366		2 940	
Human resource development	**65 082**		**51 390**		**39 702**		**37 101**	
MCH and primary schools	58 584		45 318		33 944		34 443	
Literacy training and other education	6 498		6 072		5 758		2 658	
RELIEF	**434 568**	**79**	**403 959**	**81**	**538 551**	**83**	**509 492**	**80**
Emergency	**256 564**		**256 717**		**371 064**		**317 147**	
Drought/crop failures	20 200		64 192		56 566		51 243	
Man-made disasters	236 364		187 972		292 071		263 669	
Sudden natural disasters	0		4 553		22 427		2 235	
PRRO	**178 004**		**147 242**		**167 487**		**192 345**	
Protracted displaced person operations	106 926		64 080		89 698		152 846	
Protracted refugee operations	71 078		83 162		77 789		39 499	
SPECIAL OPERATIONS	**13 478**	**2**	**5 196**	**1**	**19 101**	**3**	**11 647**	**2**
TRUST FUNDS [3]	**15 128**	**3**	**(4 376)**		**8 238**	**1**	**28 224**	**4**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1996-99 *(thousand dollars)*

	1996		1997		1998 [2]		1999 [2]	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
ASIA	**198 868**	**100**	**352 744**	**100**	**400 980**	**100**	**479 830**	**100**
Percentage of all regions	18		33		32		34	
DEVELOPMENT	**100 274**	**50**	**148 670**	**42**	**102 007**	**25**	**100 803**	**21**
Agricultural and rural development	69 626		103 326		61 166		61 606	
Agricultural production	66 981		98 332		55 896		55 113	
Food reserves	0		0		0		0	
Rural infrastructure	2 687		4 994		5 274		6 499	
Settlement	(42)		0		14		(4)	
Human resource development	30 648		46 344		40 821		39 195	
MCH and primary schools	21 728		21 992		24 414		26 676	
Literacy training and other education	8 920		24 352		16 407		12 519	
RELIEF	**89 243**	**45**	**194 623**	**55**	**294 246**	**73**	**370 195**	**77**
Emergency	26 336		112 489		251 684		308 152	
Drought/crop failures	56		3		171 046		129 291	
Man-made disasters	23		2 032		3 942		104 486	
Sudden natural disasters	26 257		110 454		76 696		74 375	
PRRO	62 907		82 134		42 562		62 043	
Protracted displaced person operations	50 632		68 912		32 696		56 633	
Protracted refugee operations	12 275		13 222		9 866		5 410	
SPECIAL OPERATIONS	**0**		**1 243**	**0**	**1 064**	**0**	**5 317**	**1**
TRUST FUNDS [3]	**9 341**	**5**	**7 208**	**2**	**3 663**	**1**	**3 515**	**1**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1996-99 *(thousand dollars)*

	1996		1997		1998[2]		1999[2]	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
EASTERN EUROPE AND CIS	**165 406**	**100**	**77 503**	**100**	**57 140**	**100**	**139 079**	**100**
Percentage of all regions	15		7		5		10	
RELIEF	**157 810**	**95**	**74 787**	**96**	**56 099**	**98**	**136 055**	**98**
Emergency	**157 810**		**74 787**		**56 099**		**122 645**	
Man-made disasters	157 810		74 787		56 099		122 645	
PRRO	**0**		**0**		**0**		**13 410**	
Protracted displaced person operations	0		0		0		13 410	
SPECIAL OPERATIONS	**4 979**	**3**	**3 045**	**4**	**641**	**1**	**4 012**	**3**
TRUST FUNDS[3]	**2 617**	**2**	**(329)**		**400**	**1**	**(987)**	**-**
LATIN AMERICA AND THE CARIBBEAN	**60 957**	**100**	**52 743**	**100**	**63 863**	**100**	**117 752**	**100**
Percentage of all regions	6		5		5		8	
DEVELOPMENT	**57 178**	**94**	**46 106**	**87**	**49 259**	**77**	**38 010**	**32**
Agricultural and rural development	**22 895**		**15 414**		**19 379**		**18 176**	
Agricultural production	16 561		10 933		8 428		10 781	
Rural infrastructure	6 120		4 480		10 951		7 395	
Settlement	214		1		0		0	
Human resource development	**34 283**		**30 692**		**29 880**		**19 834**	
MCH and primary schools	32 049		29 211		29 893		19 801	
Literacy training and other education	2 234		1 481		(13)		33	
RELIEF	**1 185**	**2**	**5 647**	**11**	**11 324**	**18**	**67 559**	**57**
Emergency	**1 383**		**5 633**		**11 324**		**50 779**	
Drought/crop failures	0		1 621		7 750		1 377	
Man-made disasters	1 383		1 087		275		54	
Sudden natural disasters	0		2 925		3 299		49 348	
PRRO	**(198)**		**14**		**0**		**16 780**	
Protracted refugee operations	(198)		14		0		16 780	
TRUST FUNDS[3]	**2 594**	**4**	**990**	**2**	**3 270**	**5**	**12 183**	**10**

ANNEX III TABLE 1: WFP OPERATIONAL EXPENDITURES[1] BY REGION AND PROGRAMME CATEGORY, 1996-99 *(thousand dollars)*

	1996		1997		1998 [2]		1999 [2]	
	Expenditures	%	Expenditures	%	Expenditures	%	Expenditures	%
MIDDLE EAST AND NORTH AFRICA	**87 786**	**100**	**83 106**	**100**	**58 956**	**100**	**54 251**	**100**
Percentage of all regions	8		8		5		4	
DEVELOPMENT	**31 491**	**36**	**40 002**	**48**	**22 018**	**37**	**23 993**	**44**
Agricultural and rural development	**16 689**		**21 081**		**11 958**		**13 539**	
Agricultural production	12 537		13 577		7 615		10 015	
Rural infrastructure	3 049		1 469		114		(65)	
Settlement	1 103		6 035		4 229		3 589	
Human resource development	**14 802**		**18 921**		**10 060**		**10 454**	
MCH and primary schools	10 318		10 944		9 590		6 109	
Literacy training and other education	4 484		7 977		470		4 345	
RELIEF	**54 851**	**62**	**24 350**	**29**	**15 284**	**26**	**6 055**	**11**
Emergency	**46 687**		**19 402**		**6 824**		**(1 295)**	
Drought/crop failures	0		0		0		897	
Man-made disasters	46 687		19 337		6 824		(2 192)	
Sudden natural disasters	0		65		0		0	
PRRO	**8 164**		**4 948**		**8 460**		**7 350**	
Protracted displaced person operations	0		0		0		3 311	
Protracted refugee operations	8 164		4 948		8 460		4 038	
SPECIAL OPERATIONS	**0**		**11 170**	**13**	**13 305**	**23**	**13 172**	**24**
TRUST FUNDS [3]	**1 444**	**2**	**7 584**	**9**	**8 349**	**14**	**11 031**	**20**

[1] Excludes programme support and administrative costs. In this table, Non-Food Items expenditures are included under "Trust Funds".

[2] Provisional figures.

[3] Trust Funds expenditures include bilateral, JPO and other funds in trust.

[4] Operational expenditures, such as insurance, that cannot be apportioned by project/operation.

Note: Negative figures, shown in parentheses, represent financial adjustments.

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1996-99
(thousand dollars)

	1996					1997					1998[2]					1999[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total
SUB-SAHARAN AFRICA																				
Angola	0	60 031	6 603	162	66 797	0	53 869	6 133	(307)	59 694	832	27 984	9 366	348	38 532	1 530	67 770	4 064	883	94 248
Benin	2 803	691	0	94	3 588	4 279	17	0	76	4 373	4 555	0	0	254	4 809	820	(38)	0	76	858
Botswana	2 968	(8)	0	(1)	2 961	44	0	0	(45)	(1)	2	0	0	0	2	3	0	0	0	3
Burkina Faso	5 008	1 487	0	228	6 724	4 444	1 109	0	48	5 602	7 339	26	0	768	8 132	5 057	(26)	0	48	5 079
Burundi[3]	526	(330)	0	91	286	(38)	60	0	(242)	(219)	210	168	0	(307)	70	2 532	106	0	280	2 918
Cameroon	1 578	0	0	0	1 578	805	0	0	0	804	67	2 684	0	14	2 766	4 007	1 493	0	0	5 499
Cape Verde	6 937	0	0	(1)	6 936	2 951	0	0	(5)	2 946	1 934	0	0	40	1 974	96	0	0	0	97
Central African Republic	(7)	(31)	0	114	74	1 166	(73)	0	19	1 114	766	0	0	39	805	1 153	(3)	0	26	1 178
Chad	13 747	0	0	65	13 812	3 152	3 071	0	(2)	6 221	2 490	1 985	0	85	4 561	2 721	(430)	0	0	2 291
Comoros	(309)	0	0	0	(309)	(129)	0	0	0	(129)	0	0	0	0	0	0	149	0	0	149
Congo[3]	16	(2)	0	0	14	(46)	(24)	0	0	(70)	0	0	0	0	0	0	5 007	0	0	5 007
Congo, Dem. Rep. of the[3]	0	(593)	0	4 132	3 539	273	(4 447)	0	358	(3 816)	337	197	0	62	597	1 478	11 912	0	927	14 318
Côte d'Ivoire[3]	5 951	(1)	0	23	5 974	3 120	0	0	(23)	3 097	831	0	0	1 009	1 840	877	0	0	1 667	2 564
Djibouti	224	917	0	(2)	1 638	14	2 247	0	9	2 271	225	1 150	0	8	1 383	(14)	2 256	0	0	2 242
Equatorial Guinea	45	0	0	0	46	(240)	0	0	(32)	(272)	0	0	0	0	0	2	0	0	0	2
Eritrea	5	(2 517)	0	(17)	(2 528)	(85)	(1 587)	0	(687)	(2 360)	0	71	0	253	324	0	2 374	0	69	2 444
Ethiopia	8 126	36 221	0	1 349	46 697	25 111	59 501	0	(1 122)	83 490	16 553	54 351	0	1 043	71 948	28 796	56 970	0	3 143	88 909
Gambia	904	0	0	0	904	2 020	0	0	47	2 067	2 617	0	0	0	2 617	1 249	0	0	0	1 249
Ghana[3]	106	(515)	0	13	(394)	1 834	(767)	0	(12)	1 054	1 474	0	0	142	1 617	1 123	132	0	88	1 343
Guinea[3]	841	(14)	0	0	826	(163)	0	0	0	(163)	1 301	691	0	0	1 992	508	4 943	0	0	5 452
Guinea-Bissau	4 463	(6)	0	0	4 456	1 970	0	0	(3)	1 967	(46)	3 589	0	0	3 543	(408)	6 977	0	0	6 569
Kenya	2 285	15 368	0	(78)	17 575	4 260	27 155	0	(453)	30 962	3 909	31 515	1 875	572	37 872	3 286	12 066	0	20 481	35 833
Lesotho	4 485	1 805	0	499	6 790	3 411	20	0	(8)	3 423	2 881	2	0	9	2 893	1 476	(1)	0	286	1 761
Liberia[3]	0	58 937	430	(406)	58 962	0	19 698	289	(257)	19 730	1 009	40 369	2 030	284	43 694	6	43 655	1 793	14	45 472
Madagascar	1 530	(16)	0	121	1 636	2 504	295	0	9	2 809	2 769	134	0	26	2 930	1 138	67	0	116	1 322
Malawi	3 436	4 367	0	86	7 886	2 372	(767)	0	(651)	953	1 996	1 591	0	209	3 797	2 164	8 902	0	38	11 106
Mali	4 000	0	0	17	4 017	2 958	4 435	0	0	7 392	1 823	3 027	0	169	5 020	1 562	674	0	(67)	2 169
Mauritania	1 583	3 523	0	20	5 127	4 371	5 760	0	(13)	10 118	2 620	97	0	74	2 792	1 619	(700)	0	1 765	2 684
Mauritius	91	0	0	0	91	12	0	0	0	12	2	0	0	0	2	63	0	0	0	63
Mozambique	(99)	12 930	0	156	12 987	1 136	4 884	0	(971)	5 050	4 981	4 602	0	1 808	11 372	3 282	1 664	0	(1 326)	3 621

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1996-99

(thousand dollars)

	1996					1997					1998[2]					1999[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total
Namibia	666	(136)	0	0	730	0	(4)	0	0	(3)	0	0	0	0	0	0	502	0	0	502
Niger	6 632	0	0	39	6 672	8 166	0	0	57	8 224	6 092	0	0	270	6 363	1 912	0	0	(5)	1 906
Nigeria	0	0	0	6	6	0	0	0	(1)	(1)	0	0	0	0	0	0	0	0	0	0
Rwanda[3]	1 164	184 776	5 936	4 508	196 385	6 049	141 210	(1 963)	(408)	144 889	(171)	108 128	3 897	(7)	111 847	985	89 406	300	(324)	90 368
Sao Tome and Principe	263	0	0	0	263	225	0	0	0	225	528	0	0	0	528	189	0	0	0	189
Senegal	1 627	(66)	0	270	1 829	2 628	(366)	0	141	2 403	3 056	0	0	342	3 399	3 920	8 418	0	107	12 445
Sierra Leone	496	13 323	226	(142)	13 903	(310)	11 529	(133)	0	11 085	0	23 742	38	50	23 830	39	1 351	2 085	98	3 574
Somalia	0	4 277	120	601	4 998	0	8 070	825	69	5 965	0	22 535	589	812	23 937	0	15 148	174	(178)	15 144
Sudan	3 966	15 015	126	(2 853)	15 856	5 637	25 992	0	728	32 357	3 972	160 526	1 302	463	166 264	2 541	127 846	3 179	(74)	133 492
Swaziland	0	1 898	0	0	1 898	0	108	0	0	108	0	(17)	0	0	(17)	0	14	0	0	14
Tanzania[3]	(12)	(340)	0	5 603	5 250	(35)	12 572	0	(571)	11 964	942	13 529	0	(619)	13 852	506	6 141	50	(10)	6 687
Togo	57	240	0	0	298	0	(18)		0	(17)	0	0	0	0	0	0	0	0	0	0
Uganda[3]	1 833	12 168	0	141	14 143	2 357	29 053	0	(66)	31 344	216	30 123	0	29	30 369	1 756	13 093	0	44	14 894
Zambia	2 299	1 319	0	282	3 901	674	1 351	0	(70)	1 955	2 930	5 585	0	(16)	8 498	5 468	1 446	0	20	6 935
Zimbabwe	0	(52)	0	0	(52)	0	0	0	0	0	0	154	0	0	154	0	0	0	0	0
Not specified	0	0	34	0	34	0	0	43	0	43	0	0	0	0	0	0	0	0	0	0
TOTAL REGION	**90 147**	**434 568**	**13 477**	**16 128**	**553 321**	**96 912**	**403 958**	**5 196**	**(4 375)**	**501 691**	**81 035**	**535 551**	**19 100**	**8 237**	**646 925**	**83 658**	**509 491**	**11 647**	**28 223**	**633 020**
ASIA																				
Afghanistan	0	41 672	0	367	42 040	0	50 983	0	(426)	50 558	0	18 404	0	(303)	18 100	0	41 917	0	(9)	41 908
Bangladesh	25 401	2 668	0	59	28 129	56 840	3 426	0	162	60 449	36 782	30 946	0	1 019	68 748	29 766	32 200	0	(914)	61 052
Bhutan	1 675	0	0	432	2 108	1 892	0	0	41	1 933	1 320	0	0	228	1 548	1 335	0	0	(15)	1 320
Cambodia	0	8 594	0	4 885	13 479	0	15 283	0	(1 070)	14 212	0	11 857	0	214	12 072	0	13 623	0	116	13 740
China	22 416	0	0	0	22 416	36 152	0	0	0	36 152	15 323	9 204	0	0	24 528	14 053	42 454	0	2 745	59 253
East Timor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4 298	4 945	0	9 243
India	28 352	0	0	825	29 177	23 642	0	0	176	23 818	23 760	0	0	132	23 892	27 049	168	0	165	27 383
Indonesia	(56)	(2)	0	0	(60)	(1)	0	0	0	(1)	0	81 553	0	0	81 553	15	13 395	0	0	13 411
Korea D.P.R. of	0	22 183	0	215	22 398	0	99 300	0	5 360	104 661	0	125 806	0	611	126 418	0	214 073	0	(17)	214 056
Lao People's Dem. Rep.	0	4 042	0	447	4 490	0	11 155	0	832	11 988	0	2 083	0	0	2 083	0	(226)	0	(74)	(302)
Malaysia	0	0	0	15	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mongolia	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Myanmar	0	0	0	1 335	1 335	0	0	0	1 564	1 564	0	33	0	1 282	1 316	0	17	0	1 397	1 414
Nepal	5 309	7 116	0	51	12 476	4 526	5 767	0	(1)	10 292	4 501	6 605	0	154	11 352	7 252	3 921	0	161	11 368
Pakistan	3 200	2 367	0	124	5 692	9 511	5 169	1 242	456	16 378	8 013	1 363	981	195	10 553	10 051	2 249	379	(69)	12 610

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1996-99

(thousand dollars)

	1996					1997					1998[2]					1999[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total
Papua New Guinea	0	0	0	0	0	0	0	0	0	0	0	0	82	0	82	0	0	(6)	0	(6)
Philippines	(20)	7	0	0	(13)	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Sri Lanka	2 135	336	0	76	2 544	1 261	2 626	0	0	3 887	969	2 403	0	126	3 501	2 648	2 046	0	17	4 712
Thailand	0	0	0	(15)	(15)	0	906	0	0	907	0	3 812	0	0	3 812	0	(124)	0	0	(124)
Viet Nam	11 660	254	0	521	12 637	13 846	0	0	94	13 940	11 244	166	0	(1)	11 411	8 629	180	0	(6)	8 801
TOTAL REGION	100 273	89 241	0	9 340	198 854	149 670	194 622	1 242	7 207	352 741	102 006	294 244	1 063	3 663	400 976	100 803	370 195	5 317	3 614	479 830
EASTERN EUROPE AND CIS																				
Albania	0	0	0	0	0	0	3 533	0	0	3 533	0	396	0	0	396	0	(85)	0	0	(85)
Armenia	0	3 042	0	315	3 356	0	2 890	0	(1)	2 888	0	6 054	0	(14)	6 070	0	4 776	0	20	4 796
Azerbaijan	0	4 253	0	9	4 263	0	3 472	0	0	3 472	0	3 441	0	0	3 441	0	8 119	0	0	8 119
Bosnia and Herzegovina	0	0	0	6	6	0	0	0	(4)	(4)	0	0	0	(1)	(1)	0	0	0	0	0
Bulgaria	0	0	0	15	15	0	0	0	(15)	(15)	0	0	0	0	0	0	0	0	0	0
Georgia	0	2 967	0	17	2 984	0	4 783	0	(9)	4 773	0	2 988	0	0	2 988	0	6 363	0	0	6 363
Kyrgyzstan	0	(52)	0	0	(52)	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0
Moldova	0	0	0	(81)	(81)	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0
Russian Federation	0	2 794	0	0	2 794	0	1 188	0	0	1 188	0	(10)	0	0	(10)	0	238	0	0	238
Tajikistan	0	9 549	0	0	9 549	0	12 903	0	0	12 903	0	8 211	0	0	8 211	0	9 651	0	0	9 652
Yugoslavia, Former	0	134 578	230	2 334	137 144	0	46 668	749	(208)	47 120	0	34 987	57	414	35 459	0	106 991	4 076	(1 007)	110 061
Not specified	0	675	4 748	0	5 424	0	(654)	2 295	0	1 641	0	0	583	0	583	0	0	(85)	0	(85)
TOTAL REGION	0	157 810	4 979	2 616	165 406	0	74 786	3 045	(326)	77 503	0	56 099	640	398	57 139	0	136 054	4 011	(986)	139 079
LATIN AMERICA AND THE CARIBBEAN																				
Antigua and Barbuda	451	0	0	0	451	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Bolivia	3 968	0	0	51	4 020	10 765	0	0	177	10 942	4 437	0	0	149	4 586	5 008	0	0	1 310	6 319
Brazil	133	0	0	0	133	(11)	0	0	0	(11)	9	0	0	0	9	0	0	0	0	0
Colombia	1 853	0	0	4	1 857	64	0	0	4	69	1 594	0	0	0	1 594	1 794	941	0	0	2 736
Costa Rica	833	0	0	44	878	1	0	0	2	4	0	0	0	0	0	0	0	0	0	0
Cuba	9 431	0	0	692	10 123	4 413	2 925	0	(1)	7 337	2 236	1 391	0	51	3 678	4 262	756	0	246	5 266
Dominica	219	0	0	0	219	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Dominican Republic	2 993	0	0	203	3 196	1 823	0	0	13	1 837	5 008	0	0	603	5 611	1 019	3 743	0	728	5 491
Ecuador	2 960	0	0	4	2 964	1 813	0	0	(2)	1 810	4 979	185	0	3	5 168	3 086	3	0	0	3 089
El Salvador[5]	4 560	0	0	31	4 592	1 456	0	0	2	1 458	5 320	0	0	28	5 348	2 863	0	0	2 703	5 567
Grenada	457	0	0	0	457	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Guatemala[5]	7 977	0	0	342	8 319	5 653	981	0	12	6 756	4 100	274	0	232	4 606	4 412	53	0	(23)	4 442
Guyana	3 894	0	0	138	4 032	997	0	0	45	1 042	815	0	0	0	815	1 005	0	0	0	1 006
Haiti	2 563	1 383	0	459	4 405	2 815	1 666	0	194	4 676	3 223	476	0	1 524	5 226	3 370	(14)	0	275	3 630
Honduras[5]	2 514	0	0	32	2 547	3 877	0	0	91	3 969	5 296	0	0	105	5 401	2 570	217	0	2 226	5 013

ANNEX III TABLE 2: WFP OPERATIONAL EXPENDITURES[1] BY COUNTRY, REGION AND PROGRAMME CATEGORY, 1996-99
(thousand dollars)

	1996					1997					1998[2]					1999[2]				
	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total	Develop-ment	Relief	Special Oper.	Trust Funds[4]	Total
Jamaica	618	0	0	64	682	1 411	0	0	50	1 461	(12)	0	0	1	(10)	0	0	0	0	0
Mexico	289	(198)	0	0	91	(14)	13	0	0	0	0	0	0	0	0	0	0	0	0	0
Nicaragua[6]	5 073	0	0	429	5 502	6 631	59	0	239	6 930	5 964	8 994	0	484	15 443	2 554	61 809	0	1 361	65 725
Panama	1 063	0	0	48	1 111	764	0	0	27	792	278	0	0	13	291	(5)	0	0	0	(5)
Paraguay	1 469	0	0	0	1 469	504	0	0	0	504	0	0	0	0	0	0	0	0	0	0
Peru	1 990	0	0	47	2 038	3 136	0	0	23	3 159	6 005	0	0	73	6 078	6 066	0	0	3 356	9 422
St Kitts and Nevis	430	0	0	0	430	0	0	0	0	0	0	0	0	0	0	0	49	0	0	49
St Lucia	947	0	0	0	947	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
St Vincent and the Gren.	462	0	0	0	462	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Venezuela	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	0	3
TOTAL REGION	67 178	1 184	0	2 594	60 957	46 105	5 647	0	989	52 742	49 259	11 323	0	3 270	63 853	38 009	67 659	0	12 182	117 752
MIDDLE EAST AND NORTH AFRICA																				
Algeria	0	6 115	0	323	6 439	0	897	0	79	976	0	4 516	0	464	4 981	0	2 161	0	572	2 733
Egypt	1 731	0	0	39	1 770	6 196	0	0	0	6 196	4 225	0	0	1 125	5 351	3 689	0	0	105	3 795
Gaza/West Bank	1 436	500	0	134	2 073	1 713	211	0	(12)	1 911	4 551	5	0	0	4 557	2 470	118	0	0	2 588
Iran	0	2 122	0	40	2 162	0	3 735	0	0	3 735	0	3 299	0	0	3 299	0	895	0	0	895
Iraq *	0	45 974	0	697	46 672	0	18 907	11 169	7 527	37 605	0	6 776	13 305	6 759	26 843	0	1 193	13 172	10 347	24 713
Jordan	5 487	0	0	23	5 510	4 824	(40)	0	(14)	4 769	1 990	0	0	0	1 990	2 592	296	0	0	2 888
Lebanon	1 175	0	0	0	1 175	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Morocco	689	0	0	0	689	4 314	0	0	0	4 314	407	0	0	0	407	2 616	0	0	0	2 616
Syrian Arab Republic	6 619	(19)	0	11	6 611	10 519	0	0	0	10 519	5 756	0	0	0	5 756	5 853	451	0	0	6 305
Tunisia	5 350	0	0	0	5 350	2 792	0	0	5	2 798	(68)	0	0	0	(68)	8	0	0	0	8
Turkey	346	4	0	0	350	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0
Yemen	6 653	152	0	174	6 979	9 639	639	0	0	10 278	5 171	684	0	(1)	5 853	6 761	938	0	5	7 705
TOTAL REGION	31 488	54 848	0	1 441	87 780	0 39 969	24 349	11 169	7 585	83 103	22 012	15 282	13 305	8 347	58 949	23 992	6 055	13 172	11 030	54 250
ALL REGIONS	279 091	737 655	18 457	31 124	1 066 326	332 691	703 368	20 653	11 077	1 067 787	284 315	915 504	34 111	23 919	1 227 849	246 464	1 089 356	34 148	53 965	1 423 933
OTHER[6]					10 982					13 359					9 697					6 574
GRAND TOTAL					1 077 308					1 081 146					1 237 546					1 430 507

[1] Excludes programme support and administrative costs. In this table, Non-Food Items expenditures are included under "Trust Funds".

[2] Provisional figures.

[3] Expenditures reported under Rwanda also cover those incurred under the Great Lakes emergency operation in Burundi, Congo, DRC, Tanzania and Uganda. Expenditures reported under Liberia also cover those incurred under the Liberia regional refugee operation in Côte d'Ivoire, Ghana and Guinea.

[4] Trust Funds expenditures include bilateral, JPO and other funds in trust.

[5] Operational expenditures, such as insurance, that cannot be apportioned by project/operation.

[6] Expenditures reported under Nicaragua also cover those incurred under the Regional Emergency Operation in El Salvador, Guatemala and Honduras.

Note: Negative figures, shown in parentheses, represent financial adjustments.

* Underlined data represent funds from the United Nations Security Council Resolution 986, "Oil-for-food" Agreement.

ANNEX III TABLE 3.A: WFP OPERATIONAL EXPENDITURES[1] FOR DEVELOPMENT PROJECTS AND RELIEF OPERATIONS BY COUNTRY, SPECIAL STATUS CATEGORY AND REGION, 1996-99 (thousand dollars)

	1996			1997			1998 [2]			1999 [2]		
	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)
ALL RECIPIENTS	1 035 203	100.0	0.26	1 056 710	100.0	26.00	1 203 930	100.0	0.30	1 369 968	100.0	0.35
BY SPECIAL STATUS CATEGORY[3]												
Least developed countries	617 353	59.6	1.32	633 822	60.0	1.27	719 872	59.8	1.17	707 333	51.6	1.16
Low-income, food-deficit countries	770 472	74.4	0.25	807 729	76.4	0.26	1 078 741	89.6	0.31	1 187 563	86.7	0.35
BY REGION/COUNTRY GROUP												
Sub-Saharan Africa	538 194	52.0	1.34	506 067	47.9	1.14	638 687	53.1	1.41	604 797	44.1	1.35
Asia	189 515	18.3	0.07	345 535	32.7	0.13	397 316	33.0	0.13	476 315	34.8	0.16
Eastern Europe and CIS[4]	162 790	15.7	0.82	77 832	7.4	0.38	56 740	4.7	1.05	140 066	10.2	0.77
Latin America and the Caribbean	58 363	5.6	0.14	51 753	4.9	0.1	60 583	5.0	0.20	105 569	7.7	0.73
Middle East and North Africa	86 342	8.3	0.28	75 523	7.1	0.24	50 603	4.2	0.21	43 220	3.2	0.17

[1] Exclusive of programme support and administrative costs. Also excluded are Trust Funds (non-programmable) expenditures and Operational expenditures, such as insurance, that cannot be apportioned by project/operation.
[2] Provisional figures.
[3] Actual classifications for each year.
[4] Relief only.

ANNEX III TABLE 3.B: WFP OPERATIONAL EXPENDITURES[1] FOR DEVELOPMENT PROJECTS BY COUNTRY SPECIAL STATUS CATEGORY AND REGION, 1996-99 *(thousand dollars)*

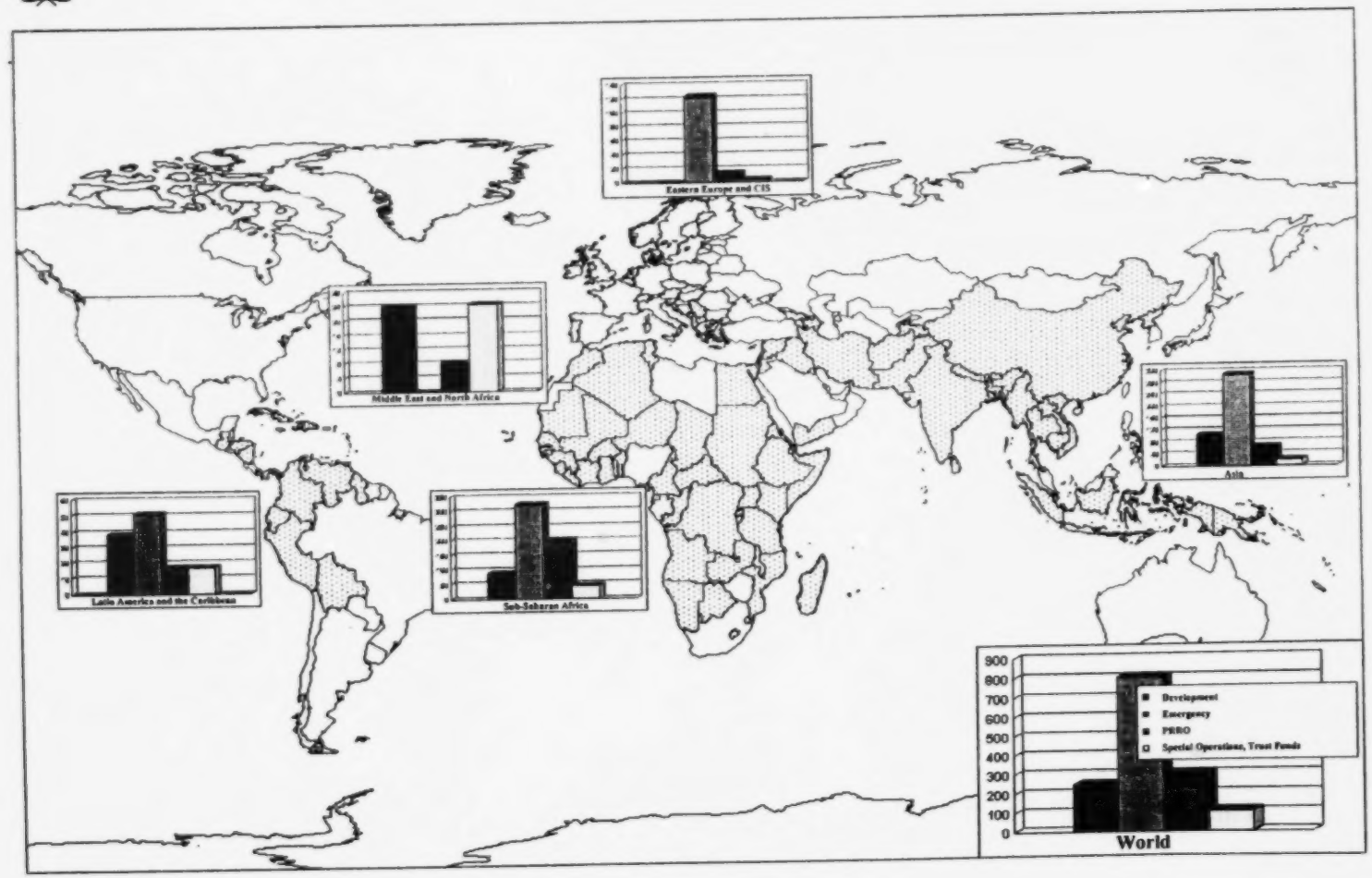
	1996			1997			1998			1999 [2]		
	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)	Expen-ditures	% of total	Per capita (dollars)
ALL RECIPIENTS	279 091	100.0	0.08	332 692	100.0	0.09	254 319	100.0	0.07	246 464	100.0	0.07
BY SPECIAL STATUS CATEGORY[3]												
Least developed countries	119 695	42.9	0.30	161 679	48.6	0.37	127 332	50.1	0.26	121 333	49.2	0.24
Low-income, food-deficit countries	233 737	83.7	0.08	300 909	90.4	0.10	226 937	89.2	0.07	220 666	89.5	0.07
BY REGION/COUNTRY GROUP												
Sub-Saharan Africa	90 148	32.3	0.28	96 912	29.1	0.27	81 035	31.9	0.19	83 658	33.9	0.19
Asia	100 273	35.9	0.04	149 670	45.0	0.06	102 007	40.1	0.04	100 803	40.9	0.04
Latin America and the Caribbean	57 178	20.5	0.14	46 106	13.9	0.09	49 259	19.4	0.16	38 010	15.4	0.26
Middle East and North Africa	31 491	11.3	0.16	40 003	12.0	0.20	22 014	8.7	0.17	23 993	9.7	0.17

[1] Exclusive of programme support and administrative costs. Also excluded are Non Food Items and operational expenditures such as insurance that cannot be apportioned by project/operation.

[2] Provisional

[3] Actual classifications for each year.

ANNEX IV: WFP OPERATIONAL EXPENDITURE BY REGION AND PROGRAMME CATEGORY, 1999 (IN MILLION DOLLARS)



ANNEX V TABLE 1: TOTAL CONFIRMED CONTRIBUTIONS FOR 1999 BY DONOR
(thousand dollars)

	Development	IEFR	IRA	PRRO	SO	Others [1]	Total
Argentina (Private)		500					500
Australia	27 454	15 102		1 616	1 664		45 836
Austria	2 555	471	13	671			3 710
Belgium	998	3 542	998	4 570		674	10 782
Canada [2]	45 210	27 970	8 400	5 414		6 403	93 397
Canada (Private) [3]			264				264
China	1 150						1 150
Colombia	15						15
Croatia		1 160					1 160
Cuba				300			300
Czech Republic		590					590
Denmark	30 837	11 630	713	3 019		700	46 900
European Community	179	111 768		54 608	1 544		168 098
Egypt	200						200
Finland	10 357	3 455	541	357		634	15 345
France	6 863	12 146		8 087		597	27 693
Germany	28 960	8 752		14 430	365	582	53 089
Ghana	5						5
Greece		1					1
Hungary	65	9					74
Iceland	5						5
Ireland	1 249	2 140		1 308		323	5 021
Italy	2 735	6 930		6 036	4 758	357	20 817
Japan	13 500	51 882	700	35 992	3 156	1 208	106 438
Japan (Private/NGOs)	62	387		106	186		741
Jordan	42						42
Korea, Republic of				476		80	556
Luxembourg		130					130
Madagascar	270						270
Malaysia		100					100
Morocco	2	470					472
Nepal				101			101
Netherlands	337	29 648	3 900	18 912	750	1 456	55 003
New Zealand	321	203					523
NGOs (Other)[4]		26					26
Norway	18 790	9 125	1 901	7 868	3 090	1 118	41 892
OPEC	140						140
OXFAM		50				35	85
Panama	1						1
Poland	200	454			30		684
Portugal	185	600		1 500			2 285
Private Donations (Other)	3	39		4			47
Saudi Arabia		5 192		750			5 942
Singapore		9					9
Slovakia	15	503					518
Slovenia	141						141
Spain	382	1 677		240	3	209	2 511
Sweden	6 279	10 878	3 000	6 421	1 533	304	28 415
Switzerland	1 342	11 031	1 713	7 805	1 346	1 079	24 316
Syria		33					33
Thailand		37					37
The Hunger Site	402	100					502
United Kingdom	480	16 443		1 613	5 690	58	24 284
United Kingdom (NGO)		142	5				147
UN	10		3	109		75	197
United States	66 394	442 748	2 000	199 270	7 492	953	718 856
United States (Private)	78	55		38			172
WFP (Special Events)		7		6			12
Bilateral Contributions [5]	7 321	3 467			15 454	18 545	44 788
Total	**275 535**	**791 603**	**24 153**	**381 627**	**47 060**	**35 390**	**1 555 369**

[1] Includes JPOs and non-standard contributions.

[2] The annual contribution includes the re-allocation of US$24,102,000 from previous bilateral balances.

[3] Outstanding bilateral balance reprogrammed under IRA.

[4] Includes contributions from private sector/NGOs valued at less than US$100,000.

[5] Includes contributions to Iraq under SCR 986.

ANNEX V TABLE 2: MAJOR DONORS [1] TO WFP BY TYPE OF CONTRIBUTION, 1999 *(thousands dollars)*

Rank	Total		Development		IEFR		IRA		PRRO		SO	
	Donor	Value	Donor	Value	Donor	Value	Donor	Value	Donor	Value	Donor	Value
1	United States	718 856	United States	66 394	United States	442 748	Canada	8 400	United States	199 270	United States	7 492
2	European Community	168 096	Canada	45 210	European Community	111 768	Netherlands	3 900	European Community	54 608	United Kingdom	5 690
3	Japan	106 438	Denmark	30 837	Japan	51 882	Sweden	3 000	Japan	35 992	Italy	4 758
4	Canada [2]	93 397	Germany	28 960	Netherlands	29 648	United States	2 000	Netherlands	18 912	Japan	3 156
5	Netherlands	55 003	Australia	27 454	Canada	27 970	Norway	1 901	Germany	14 430	Norway	3 090
6	Germany	53 089	Norway	18 790	United Kingdom	16 443	Switzerland	1 713	France	8 087	Australia	1 664
7	Denmark	46 900	Japan	13 500	Australia	15 102			Norway	7 868	European Communi	1 544
8	Australia	45 836	Finland	10 357	France	12 146			Switzerland	7 805	Sweden	1 533
9	Norway	41 892	France	6 863	Denmark	11 630			Sweden	6 421	Switzerland	1 346
10	Sweden	28 415	Sweden	6 279	Switzerland	11 031			Italy	6 036		
11	France	27 693	Italy	2 735	Sweden	10 878			Canada	5 414		
12	Switzerland	24 316	Austria	2 555	Norway	9 125			Belgium	4 570		
13	United Kingdom	24 284	Switzerland	1 342	Germany	8 752			Denmark	3 019		
14	Italy	20 817	Ireland	1 249	Italy	6 930			Australia	1 616		
15	Finland	15 345	China	1 150	Saudi Arabia	5 192			United Kingdom	1 613		
16	Belgium	10 782			Belgium	3 542			Portugal	1 500		
17	Saudi Arabia	5 942			Finland	3 455			Ireland	1 308		
18	Ireland	5 021			Ireland	2 140						
19	Austria	3 710			Spain	1 677						
20	Spain	2 511			Croatia	1 160						
21	Portugal	2 285										
22	Croatia	1 160										
23	China	1 150										

[1] Donors who contributed more than US$1 million.

[2] The annual contribution includes the re-allocation of US$24,102,000 from previous bilateral balances.